

DEPARTMENT OF ENVIRONMENTAL QUALITY

Annual Goals

FY 2008

Executive Director's Office

FY 2008 Goals

I. ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a balanced, sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions.
2. Identify objectives of participation and achievement of objectives.
3. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

EDO

Provide an environmental vision for Utah and provide leadership for sustainable environmental quality.

1. Encourage inter-operability for problem-solving at all levels.

- a. Application of operating principles
 - b. Strategic thinking. Clarify the “big picture” for DEQ.
 - c. Mid-year reviews with divisions and offices
2. Customers perceive that DEQ programs are fair and protective of health and the environment – “ask them”.
 - a. Coordinated focus on energy policy and environmental implications
3. Congressional and legislative goals are accomplished (get resources and laws we need)
 - a. Sunset reviews – Underground Storage Tank program
 - b. 2008 Legislative and Budget priorities completed and distributed
 - c. Coordinate with ECOS to ensure EPA budget is targeted to continue to fund core program needs
4. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

II. CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- **Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.**
- **Make timely decisions and act on them.**
- **Improve coordination with internal and external customers.**
- **Provide effective communication, timely and accurate information, and clear direction to customers.**
- **Encourage public involvement and informed decision-making.**
- **Involve customers in the rule making process.**
- **Work with customers to solve problems.**
- **Utilize partnerships and stakeholder forums to solve environmental and public problems.**

Measures:

1. Decisions and services provided within mutually agreed-upon time frames which best meet customers’ needs, and provides appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

EDO

1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.
 - a. Reinforce the inter-operability of environmental problems and the interdependence of offices and divisions.
 - b. Recognize successful collaborative problem solving.
 - c. Work with Governor’s office and legislators

- d. Follow up on Legislative and budget priorities
- 2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.
 - a. What else do they need from us?
 - b. Have you seen a change – is it going the right way?
 - c. Have we shared feedback?
- 3. “Go the extra mile” to help customers
 - a. Ensure prompt response to letters, phone calls and inquiries. Follow up.
 - b. Seven working days response to correspondence from Governor’s office and EDO
- 4. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Rick and Bill
 - a. Division and office directors have calendars available electronically

Measures:

- 1. DEQ solicits customers’ opinions.
- 2. Customers accept our recommendations
- 3. Division/office directors ensure prompt and complete customer service

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- 1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- 2. Utah issues and DEQ concerns are reflected in state, regional, and national environmental policies.

EDO

- 1. Actively participate in State/EPA processes and ECOS efforts to reinforce federal/state partnerships and ensure support for state primacy efforts.

Measures:

- 1. We provide leadership in ECOS and we work to strengthen the EPA/LHD working relationship..

IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- **Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.**
- **The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.**
- **The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.**
- **Focus on interoperability and partnership in identifying and resolving problems.**
- **Agreement between Utah and the Nuclear Regulatory Commission (NRC) delineates roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.**

Measures:

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.
4. Evaluation of the effectiveness of the Agreement States program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.
5. Interoperability opportunities are tracked monthly through use of the weekly reports.

EDO

1. In the course of doing business, ask local government officials how we are doing.
2. Local Health Departments/DEQ Partnership Council.
 - a. Identify policy issues and work for solution.
 - b. Utilize Partnership Council as part of the planning process.
 - c. Advocate EPA-DEQ-LHD partnership to address community issues.
3. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.
4. Emergency Response/Homeland Security.

- a. Provide leadership in reviewing and updating DEQ Emergency Response Plan.
 - b. Participate in exercises of DEQ and/or State plans
5. Delivery Plan/Contract.
 - a. Work with Office of Planning and Public Affairs and Office of Support Services in the continuation of multi-year contracts with local health departments..

Measures:

1. Partnership council meets on an as needed basis.
2. Identification of priorities/problem solving (track actions).
3. Feedback from local health departments and local government on DEQ environmental programs.
4. Delivery plans are revised and used as the work plan for the DEQ/LHD contracts.
5. Priorities are identified by community-based partnerships.

V. EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- **Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.**
- **Employee participation in achieving strategic and annual goals is essential.**
- **Teamwork and problem solving are essential.**
- **Employees are recognized for their quality work.**
- **Provide opportunities for training and professional development**
- **DEQ actively promotes wellness.**
- **Employees will perceive DEQ as a desirable place to work.**
- **DEQ is effective in recruiting and retaining quality employees.**

Measures:

1. Employee feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees

6. Track DEQ trainings including leadership development, human resources, managers' and senior managers' forums, and succession (2-year leadership).

EDO

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors - be proactive.
2. Meetings with DEQ employees.
 - a. Rick/Bill to attend Division/Office meetings as requested.
 - b. Rick will visit each Division/Office to become acquainted with employees and learn about Division/office issues.
3. Utilize Quality Council to provide direction and support inter-operability.
 - a. Implement Quality Council communication recommendations, communicate progress to employees.
4. Utilize mini-staff to enhance EDO offices' communication.
5. Continue to support leadership development efforts.
6. Provide opportunities for training and professional development.
 - a. Identify training and professional developments needs in performance plans for all employees.
 - b. Work with Quality Council workgroup to align training opportunities with management and succession goals.
 - c. Enhance the leadership and management skills of DEQ's management team.
7. Emphasize the DEQ Operating Principles as the way of doing business for all DEQ activities.

Measures:

1. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
2. Establish clear agendas for Quality Council
3. Track kinds of training given.
4. Leadership Development
 - a. Managers feel that they have tools and ability to more effectively lead and implement the Department vision.
 - b. Managers participate in leadership development through training and mentoring.
 - c. Training and professional development needs are identified and tracked through performance plans.

VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES

Facilitate policymakers (Governor, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

Measures:

1. Governor, Legislators, Elected Officials, and Board Members are apprized of important environmental policy issues.
2. Relationships with policymakers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

EDO

1. Support efforts to apprise Governor's office, Legislators, elected officials, and Board members of important environmental policy issues.
2. Provide recommendations for Board members to Governor.
3. Provide assistance as requested by Boards for Board meeting.

DIVISION OF AIR QUALITY FY2008 Annual Goals

I. DAQ STRATEGIC GOAL

PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

Measures:

- a. National Ambient Air Quality Standards are attained and maintained.^{CPM A1 P2}
- b. National Emission Standards for Hazardous Air Pollutants are attained and maintained.^{CPM A2}
- c. PSD Increments are protected.
- d. State Implementation Plans (SIPs) are developed to attain and maintain air quality.
- e. Regulated community compliance status improves.
- f. Monitoring network collects appropriate and valid data.^{CPM A7}
- g. Appropriate emission inventories are completed and trends analyzed.^{CPM A1}
- h. Appropriate permits are issued in accordance with the Clean Air Act and State law requirements.

DIVISION ANNUAL GOALS

1. Develop and implement appropriate SIPs for all areas of the state.^{CPM A4 A6}

Measures:

- a. State develops all State Implementation Plan revisions required to meet federal law and submits them to EPA for their review and approval according to the established timeframe.
 - 1) Initial PM2.5 area designations to EPA by December 18, 2007.
 - 2) Revised Regional Haze SIP to EPA by December 17, 2007.
 - b. All measures contained in the SIP approved by the Air Quality Board are fully implemented.
2. Address air quality issues in areas of the state outside the Wasatch Front, as appropriate.

Measures:

- a. Cache County stakeholders are assisted to assess the air quality in the Cache Valley.
 - b. Washington County stakeholders are assisted to assess the air quality in the St. George area.
 - c. The Oil and Gas Initiative Workgroup begins to study the impact of oil and gas development in the Uinta Basin on the air quality of eastern Utah.
3. Develop and improve appropriate inventories.^{CMP A1 A5}

Measures:

- a. The Title V inventory is prepared by August 15.
 - b. Required inventory data is entered into the NEI by June 1.
 - c. Non-HAP/non-Criteria/non-MACT regulated pollutants are inventoried as required by federal rules.
 - d. The inventories required for the Maintenance Plans and SIPs are developed as required and appropriate technical support for each is submitted to EPA for their review with the applicable plan.
4. Continue to meet federal requirements for PSD increment tracking.

Measures:

- a. Increment consumption for major sources is tracked as permits are issued.
5. Maintain an adequate ambient air quality monitoring program meeting the requirements of 40 CFR Part 58 to assess public exposure to air pollutants and to establish the attainment status.^{CPM A3 A4}

Measures:

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30 following an evaluation of the monitoring network to reflect recent changes in funding and national monitoring requirements to optimize the network.
- b. The PM_{2.5} monitoring network is maintained and operated as appropriate funding is received from EPA.
- c. Monitoring data are submitted to EPA 90 days after each quarter.
- d. Locations for new monitoring sites are based on current emission inventories, air quality modeling and EPA regulation.
- e. Staff works with EPA to assess the impacts of changes to 40 CFR 58, and begins planning for the implementation of those changes (National Monitoring Strategy/Ncore Monitoring Network).

- f. The National Air Toxics Trends site in Bountiful is operated in accordance with NATTS QAPP with appropriate updates.
6. Review and implement appropriate pro-active pollution reduction measures.^{CPM A2}

Measures:

 - a. Pollution prevention measures are promoted during permit development where appropriate and feasible.
7. Maintain the compliance status of air pollution sources in the state.

Measures:

 - a. By November 15, prepare and submit to EPA for review and approval the compliance monitoring strategy incorporating the provisions of EPA's April 25, 2001 Clean Air Act Stationary Source Compliance Monitoring Strategy.
 - b. Asbestos notification, certification and outreach programs are continued, and at least 120 on-site inspections are performed.^{ASB}
 - c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is continued. The AHERA Grant Work Plan approved by EPA Region VIII (attached) will be the environmental measure of success for the Utah AHERA Program.^{CPM A7}
8. Protect public health and the environment through implementation of the Utah Lead-Based Paint Certification, Accreditation and Work Practices Program.

Measures:

 - a. The Utah Lead-Based Paint Grant Work Plan approved by EPA Region VIII (attached) will be the environmental measure of success for the Utah Lead-Based Paint Certification, Accreditation and Work Practices Program.^{LD}
9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

Measures:

 - a. An Operating Permits Program is continued as described in program approval from EPA.
 - b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.
10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

Measures:

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
- b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in Class I and Class II areas.
- c. Hazardous air pollutants (HAP) and other non-criteria regulated pollutant emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
- d. Any issues identified in EPA program evaluations in FY06 for NSR and Title V are addressed.
- e. BACT/LAER determinations are either entered into the RACT/BACT/LAER Clearinghouse or the information is provided to EPA so they can enter the data.

11. Continue issuing pollution control facility certifications for sales tax exemption.

Measure:

- a. Pollution control facility certifications are issued within 120 days from the application date.

12. Quality Assurance programs are reviewed for effectiveness.

Measures:

- a. Statistical quality standards are met for the collection of ambient air data and emissions inventories prepared by the State.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities are documented, including the appropriate technical support.
- d. The State and EPA agree on the adequacy of air program results.

II. DAQ STRATEGIC GOAL

INVOLVE OTHERS IN THE PROCESS

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

Measures:

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.

- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

DIVISION ANNUAL GOALS

1. Enhance the DAQ web site to increase the availability for public usage.

Measures:

- a. Progress is made to develop provisions for external customers to comment on proposed rules, submit inventory data, and submit NOIs and emissions inventories via the web, as well as providing clear and accurate information via the web.
 - b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc.
2. Involve affected entities in the rule making, SIP development, and permitting processes.

Measures:

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
 - b. Meetings are held to address a variety of issues including environmental, health, and economic concerns, statutory requirements and implementation.
 - c. SIP stakeholder workgroups are supported during development of revisions to the SIP.
3. Maintain the small business assistance program (SBAP) to actively assist small businesses to comply with rules of the Board.^{SBA}

Measures:

- a. Educational Assistance is offered to all small businesses affected by adopted NSPS and MACT standards.
 - b. As appropriate, the Small Business Compliance Advisory Panel's role is modified to increase the effectiveness of the SBAP.
 - c. On-site assistance is provided when requested.
 - d. The small business work plan for the Small Business Compliance Advisory Panel is modified as appropriate to better meet assistance needs.
 - e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.
4. Improve DAQ internal communications.

Measures:

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.

5. Provide technical support and application development of Geographic Information Systems (GIS) technology.

Measures:

- a. Appropriate use is made of GIS for spatial allocation of emissions and meteorological inputs to air quality models as well as for display of model outputs for stakeholders.
 - b. Additional GIS applications to air quality management are explored as appropriate.
6. Organize, facilitate, and provide staff support for the Governor's Blue Ribbon Advisory Council (BRAC) on Climate Change and related Stakeholder Working Group (SWG)

Measures:

- a. A report on the science of climate change with an emphasis on potential impacts in Utah and the intermountain west is completed for the Governor.
- b. A report that includes several recommendations for addressing greenhouse gas emissions and other aspects of climate policy is completed for the Governor.
- c. A policy option implementation phase is initiated to bring together technical experts from key stakeholder groups to further refine and implement high priority policy options.

III. DAQ STRATEGIC GOAL

PARTNER WITH OTHER GOVERNMENT AGENCIES

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

Measures:

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. Partnership satisfaction and feedback are measured.
- c. Appropriate areas of responsibility are defined for DAQ and local agencies.
- d. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.
- e. The State and EPA work together to meet air quality goals in Utah.

DIVISION ANNUAL GOALS

1. Continue to implement R307-204, Smoke Management, the Utah Smoke Management Plan (SMP), and MOU to mitigate smoke impacts from managed natural fires and prescribed fire on visibility, public nuisance, and the health-based NAAQS.

Measures:

- a. Necessary burn approval and denial decisions made by the Smoke Program Coordinator and Executive Secretary are coordinated with partner agencies.
2. Participate as appropriate in activities of other partner agencies.

Measures:

- a. The State and EPA work together to understand the causes of elevated levels of PM2.5 in the Cache Valley, and work with stakeholders from Cache County, USU, Franklin County, and the State of Idaho to conduct appropriate studies and collect and analyze appropriate data.
- b. DAQ staff are involved in planning activities of the MPOs, UDOT and UTA.
- c. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the Division.
- d. Local health department staff are trained as requested in the operations of monitoring equipment.
- e. DAQ staff attend/participate in EPA regional meetings and conference calls which will focus on sharing information and building State capacity to identify, characterize and address air toxics risks in Utah communities.
- f. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

Measures:

- a. The LHDs are included in efforts to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
- b. Technical assistance is provided to LHD I/M program staff.
4. Support and contribute to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

Measures:

- a. Accurate information is provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.

- b. Mobile source emission education & training is provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.
 - c. DEQ staff partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.
5. Work with EPA to obtain federal actions on the backlog of State submittals.
- Measure:**
- a. Appropriate assistance is provided to EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

IV. DAQ STRATEGIC GOAL

MAINTAIN DELEGATION OF FEDERAL PROGRAMS

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

Measures:

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly and changes are made to ensure continued authority, applicability and enforceability.

DIVISION ANNUAL GOALS

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs and RACT.

Measure:

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
 - b. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
 - c. Rules implementing specific source RACT are developed and implemented as appropriate.
 - d. RACT determinations included in the Ozone Maintenance Plan and PM₁₀ SIP and Maintenance Plan are reviewed and updated as appropriate.
2. Continue to submit data to EPA as required by EPA. ^{CPM A7}

Measures:

- a. Quality assured ambient air pollution data is submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments are submitted to AIRS no later than 90 days after each calendar quarter.
- c. The database is monitored on an ongoing basis for accuracy and completeness.
- d. Data summary reports are printed for regulatory and public use as appropriate.

V. DAQ STRATEGIC GOAL

INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

Measures:

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

DIVISION ANNUAL GOALS

1. Actively participate in appropriate Utah, regional, and national policy-making organizations.

Measures:

- a. The DAQ provides input into the work products of the WRAP, WESTAR, NACCA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, NACCA and AWMA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.
- e. DAQ provides input into the development and work products of the Climate Registry and the Western Regional Climate Action Initiative.

VI. DAQ STRATEGIC GOAL

INCREASE PUBLIC AWARENESS

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

Measures:

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

DIVISION ANNUAL GOALS

1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

Measures:

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
 - b. The Choose-Clean-Air campaign is continued.
 - c. Air Quality Action Days are continued.
 - d. Information regarding alternate commute options is provided to appropriate agencies.
2. Respond to questions from the public regarding air quality issues.

Measure:

- a. Questions from the public regarding air quality issues are answered in a timely manner.
 - b. Ambient air quality data is provided to the AirNow and EnviroFlash Programs.
3. Conduct community outreach and analysis concerning air toxics issues as determined appropriate by the division and considering available resources and report results to EPA.

Measure:

- a. Work to conduct community outreach and analysis concerning air toxics issues is completed based on need and resources.
- b. Accomplishments are reported to EPA in the annual year-end report.

**DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION
CERCLA Branch
FY2008**

I. UTAH SUPERFUND PROGRAM

1. Perform site assessment work.

Measures:

- a. Conduct Site Assessment work in compliance with EPA guidance and regulations, and complete the work according to the schedule in the Utah/EPA Cooperative Agreement.
- b. Evaluate the Site Discovery Program and report progress to the EPA quarterly.
- c. Assess the status of Site Assessment Projects quarterly to ensure the quality and efficiency of the work performed by the Branch is optimal.
- d. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
- e. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
- f. Review and comment on EPA lead site assessment projects.

2. Manage Federal Superfund projects in Utah.

Measures:

- a. Complete activities for Federal projects within the time frames negotiated with the EPA and in accordance with applicable regulations and guidance.
- b. Utilize the Project Planning Template at appropriate times, in consultation with the EPA, to establish and define agency roles and responsibilities.
- c. Ensure that adequate funding is available [through EPA cooperative agreements, Potential Responsible Party (PRP) funding agreements, or other financial mechanisms] to perform the required duties.
- d. Prepare and submit necessary reports documenting state involvement in Superfund activities.
- e. Monitor spending to ensure that funds are expended in compliance with applicable agreements and contracts.
- f. Inform the public of ongoing site activities and conduct the required Superfund public participation activities.
- g. Seek to maximize state-lead opportunities at Superfund sites.
- h. Procure and manage the Level of Effort contract for support of Superfund project activities.

3. Manage Federal Facility projects in Utah.

Measures:

- a. Complete activities as required by the Federal Facility Agreements (FFA) and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available [through EPA cooperative agreements, Defense and State Memorandum of Agreement, PRP funding agreements, or other financial mechanism] to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Inform the public of ongoing site activities and participate in the required community involvement activities
- e. Evaluate non Department of Defense/Department of Energy federal facilities, determine the proper state role in these projects, and provide input as appropriate.
- f. Evaluate Formerly Used Defense Sites (FUDS) in Utah, coordinate with the Division of Solid and Hazardous Waste, and partner with the Army Corps of Engineers to cleanup and close out FUDS in Utah as resources and funding allow.

4. Partner with the EPA for Brownfields development in Utah.

Measures:

- a. Assist interested local governments with Brownfields proposal applications for pilot funding.
- b. Provide assessment services for Brownfields projects.
- c. Provide a State Brownfields coordinator for all Brownfields projects.
- d. Coordinate Brownfields activities with appropriate EPA personnel.
- e. Promote Brownfields opportunities through community outreach.
- f. Develop the State Brownfields program as allowed by funding and legislation.
- g. Monitor the status of new federal Brownfields guidance and modify the state program as appropriate.
- h. Implement the “Brownfields and VCP Marketing Plan” to raise awareness of Division of Environmental Response and Remediation (DERR) services and resources available relative to Brownfields properties.
- i. Seek funding for continued state involvement in Brownfields activities.

5. Perform Operation and Maintenance (O & M), and encourage redevelopment of sites where remedies are complete.

Measures:

- a. Monitor sites in the O & M Program in accordance with the approved O & M Plans, and applicable regulations and guidance.
 - b. Ensure funding, either through EPA cooperative agreements, PRP funding agreements, or other financial mechanism, to perform required O & M duties.
 - c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
 - d. Evaluate and institute, as practical, an O & M, and institutional control tracking mechanism to ensure protectiveness of selected remedies into the future.
 - e. Encourage and facilitate redevelopment of remediated sites.
6. Ensure that the Branch has the equipment necessary to perform Superfund activities and that it is regularly serviced.

Measures:

- a. Continue to implement the equipment security program in order to preserve state assets, and make revisions and modifications as necessary.
- b. Continually monitor supplies and restock when necessary.
- c. Conduct an inventory and inspection of equipment during the fourth quarter of the State fiscal year and ensure that equipment is operational.

II. STATE RESPONSE PROGRAM

1. Monitor Cooperative Agreement funding under Section 128 of the Small Business Liability Relief and Brownfields Revitalization Act to enhance the State Response Program.

Measures:

- a. Ensure continued funding through annual evaluation of program, revision of scope of work, and application for new funding as needed in order to operate the State Response Program.
 - b. Monitor expenditures to ensure compliance with the terms of the funding agreement.
2. Implement the Cooperative Agreement.

Measures:

- a. Develop procedures to identify, prioritize, and evaluate sites in the State Response Program.
- b. Complete site investigations through the State Response Program.

- c. Prepare and submit the necessary reports to the EPA required by the Cooperative Agreement.
 - d. Revise and resubmit the scope of work as new uses and needs of the state response program are identified.
- 3. Effectively manage the Clandestine Drug Laboratory Cleanup Contractor Certification Program.

Measures:

- a. Regularly administer the tests and update the certified contractor list as appropriate.
 - b. Update training materials to reflect changes to rules and development of additional accepted cleanup practices and procedures.
 - c. Continue participation in planning and coordination with other stakeholders relative to the Clandestine Drug Lab Contractor Certification Program.
- 4. Continue to use a stakeholder process for developing rules identifying standards for petroleum releases in soil that are non-underground tank related

Measures:

- a. Participate in stakeholder committee meetings in support of the process to develop and finalize rules and standards.
 - b. Conduct outreach and education on finalized rules and standards.

III. STATE VOLUNTARY AGREEMENT PROGRAM

- 1. Continue implementation of the Voluntary Cleanup Program (VCP) and promote voluntary cleanup of contaminated sites.

Measures:

- a. Develop rules, guidance, and procedures for implementation of the State Voluntary Agreement Program as necessary.
 - b. Coordinate program processes with all divisions in the UDEQ.
 - c. Actively promote the VCP as a viable option for cleanup of contaminated sites.
 - d. Meet periodically with the VCP Committee to discuss the program.
 - e. Coordinate Brownfields outreach activities with VCP outreach activities to maximize the return of contaminated properties to beneficial use.
 - f. Continue the stakeholder process for revisiting and adjusting the program based on feedback and program needs.

2. Manage Voluntary Agreement Projects.

Measures:

- a. Complete activities for voluntary projects in accordance with applicable regulations and guidance.
- b. Monitor spending to ensure that funds are expended in compliance with applicable agreements and rules.
- c. Inform the public of ongoing site activities and conduct the appropriate public participation activities.
- d. Update VCP site status list quarterly.
- e. Populate tracking database with site information and institutional control data.

3. Regularly Assess the Effectiveness of the VCP.

Measures:

- a. Successful “archiving” of Comprehensive Environmental Response Compensation and Liability Information System sites completed under the VCP.
- b. Certificates of Completion issued and length of time to complete the VCP.
- c. New applications received, particular those from “repeat customers.”
- d. Tracking average oversight costs and “per acre” costs.

IV. EMERGENCY RESPONSE AND HOMELAND SECURITY PROGRAMS

1. Coordinate response to imminent Superfund and HSMA environmental hazards.

Measures:

- a. Respond to requests for assistance to the extent allowable under existing rules and resources availability.
- b. Receive and document spill notifications and notify appropriate agencies.
- c. Continue Duty Officer rotations to ensure accessibility for reporting entities.

2. Support and monitor EPA Emergency Response Branch activities in Utah.

Measures:

- a. Participate in EPA emergency responses to the extent allowed by the EPA and resource availability.
- b. Review and comment as appropriate on reports, agreements, and other documents associated with the EPA Emergency Response Bureau activities.

3. Maintain and improve the Branch’s capabilities to coordinate environmental emergencies and removal actions.

Measures:

- a. Continue to coordinate emergency response and Homeland security issues with the Department's Emergency Response Workgroup.
- b. Represent the UDEQ/DERR in various Homeland security meetings and workgroups.
- c. Review and update the DERR response plan to ensure that it is current.
4. Participate in statewide Emergency Response coordination and training activities.

Measures:

- a. Participate in statewide incident exercises.
- b. Participate in local and national committees and work groups.
- c. Participate in statewide Homeland Security related trainings and workshops.
5. Perform required Title III (Tier II and TRI) duties.

Measures:

- a. Compile and enter the data as submitted.
- b. Prepare the annual Tier II and TRI reports in a timely manner.
- c. Provide data to the public when requested.
- d. Actively participate in the State Emergency Response Commission with the Division of Comprehensive Emergency Management.

V. LEADERSHIP IN UTAH, THE WESTERN REGION, AND NATIONALLY IN THE PROGRAMS ADMINISTERED BY THE SUPERFUND BRANCH

1. Provide support to the Department in pursuing legislation to strengthen the State Program.

Measures:

- a. Recommend legislative amendments to the Department administration as requested.
- b. Evaluate funding needs and recommend a budget to the Department as requested.
- c. Participate in the initiative to develop legislation as requested.
2. Strengthen the State role in the Federal Superfund Program.

Measures:

- a. Promote an expanded role for States in discussions and negotiations with EPA personnel.

- b. Participate in regional and national organizations that promote expanded State involvement in Superfund and enhance the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Branch.
 - c. Prepare for increased State involvement in the Superfund Program when the CERCLA is reauthorized.
- 3. Pursue Natural Resource Damages (NRD) claims at appropriate sites.

Measures:

- a. Evaluate Utah sites for potential NRD claims.
 - b. Coordinate NRD activities with appropriate and interested stakeholders.
- 4. Increase the use of technology to manage information in the Branch and make it available to the public.

Measures:

- a. Continue to develop and augment a response program information management system for ease of data management by project managers and utility for stakeholder and customer use.
- b. Populate database with existing information and encourage project managers to update project tracking fields on a regular basis.
- c. Participate in Department meetings and workgroups to evaluate Internet and data management issues.
- d. Evaluate the Branch's part of the Division's Internet homepage, and improve and update the site to better serve customer needs.

VI. BUDGET AND FUNDING

- 1. Regularly evaluate the status of the Branch budget and ensure that there are adequate funds to complete the required work.

Measures:

- a. Meet monthly in Branch management meetings to review the Branch budget report.
 - b. Make adjustments to budgets as necessary and as allowed by current rules and law.
- 2. Obtain funds to support Branch projects.

Measures:

- a. Enter funding agreements with appropriate parties to provide the resources necessary to ensure Branch staff are able to participate in various projects.
- b. Submit cooperative agreement applications for federal funding as necessary and appropriate.

VII. CUSTOMER SERVICE

1. Promptly respond to information requests, ensure files are current, and provide public access to Superfund records in compliance with the Government Records Access Management Act.

Measures:

- a. Coordinate all records requests with the Division Records Officer.
 - b. Ensure that all files are current and properly organized.
2. Apply Operating Principles and Interoperability process in all work activities.

Measures:

- a. Promote adherence to the Operating Principles and Interoperability process in Branch staff meetings.
- b. Ensure all communications are consistent with the Operating Principles and Interoperability process.

VIII. PARTNERSHIPS WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

1. Strengthen the working relationship with the EPA counterparts and maintain a positive, professional working relationship with EPA staff.

Measures:

- a. Communicate frequently with staff, management, and support personnel at the EPA.
 - b. Meet regularly with representatives of the EPA to discuss all aspects of the Superfund Program in Utah.
 - c. Maintain a partnership relationship with the EPA through application of the Operating Principles and participation in partnership meetings, monthly calls, and retreats.
 - d. Continue to encourage and participate in an annual EPA/DERR retreat.
2. Support Department initiatives to enhance relationships with other state, local, and tribal governments, as well as other non-EPA federal governments.

Measures:

- a. Provide information as requested.
- b. Participate in meetings as requested.
- c. Ensure communication with policy makers is in accordance with the Operating Principles and the Interoperability process.

3. Ensure complete and accurate information regarding Branch activities is available to all partners and customers.

Measures:

- a. Complete EPA quarterly reports as required by federal regulation.
- b. Complete Branch goals report as required.
- c. Complete regular updates as required by Branch policy.

IX. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

1. Communicate regularly with local health officials regarding Branch activities.

Measures:

- a. Notify local health officials and district engineers regarding Branch activities in their areas, as appropriate.
- b. Give local health officials and district engineers' opportunity to participate in Branch activities, as appropriate.
- c. Coordinate identification of sites for inclusion in Branch programs with local officials.

X. EMPLOYEES

1. Foster a climate where employees can function at their fullest potential. Enhance staff job satisfaction and ensure staff members are recognized for their accomplishments.

Measures:

- a. Conduct Branch staff meetings at least semiannually or more frequently as needed.
- b. Issue Quality Recognition Awards for accomplishment of major goals or milestones.
- c. Provide recognition for quality work through On-The-Spot Awards, certificates, public recognition, verbal acknowledgments, etc.

2. Ensure that there is adequate staff available to conduct the required work.

Measures:

- a. Evaluate staffing needs for fiscal year 2007 based on the projected workload and available and anticipated funding.
- b. Conduct recruitments as expeditiously and efficiently to fill vacant positions, when necessary.

3. Ensure that Branch staff conduct business in a safe manner.

Measures:

- a. Comply with the Division health and safety program.
 - b. Monitor the safety equipment needs of the Branch.
 - c. Procure equipment to ensure that all Branch staff members have the necessary safety equipment.
 - d. Ensure Branch employees are respirator fit tested.
4. Ensure staff members are adequately trained to perform assigned duties.

Measures:

- a. Meet with individual staff members and identify individual training needs.
 - b. Provide training opportunities for staff that will improve their knowledge and skills in their individual areas of expertise.
 - c. Develop Branch and Section training needs template to ensure staff members receive adequate training to perform their essential job functions.
 - d. Ensure Branch employees maintain Occupational Safety and Health Administration/Hazardous Waste Operations and Emergency Response training requirement.
6. Ensure staff members have a clear understanding of performance expectations and status.

Measures:

- a. Prepare clear, concise, and measurable performance plans.
- b. Incorporate strategic and Branch goals into individual performance plans.
- c. Conduct mid-year informal performance evaluations.
- d. Conduct formal performance reviews annually as required by the Department of Human Resource Management.
- e. Incorporate the UDEQ Operating Principles and the Interoperability process and expectations into performance plans.

XI. ENHANCE POLICY MAKERS (ELECTED AND APPOINTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

Keep the statutory Boards informed of Superfund activities as requested.

- 1. Attend Board meetings and provide project information and updates as requested.
- 2. Support Department efforts to inform policy makers of environmental issues.

3. Provide weekly (or as needed) project status meetings with the Division Director for specific high profile sites in order for the Director to be informed of critical project issues.

Measures:

- a. Provide information as requested.
- b. Participate in meetings and provide input as requested.
- c. Promote UDEQ policies and programs in all communication with policy makers.

DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION
UST Branch
FY 2008

I. ENVIRONMENT

1. Contaminated Leaking Underground Storage Tank (LUST) sites will be cleaned to levels that are protective of human health and the environment.

Measures:

- a. Review and closeout 80 release sites between July 1, 2007, and June 30, 2008.
- b. Develop and review project schedules for state lead sites biannually. Proceed according to project schedules toward site cleanup and closure.
- c. Increase the percent of confirmed LUST sites cleaned up and closed out.
- d. Monitor and evaluate the impact of Methyl tert-butyl ether on groundwater in Utah.
- e. Report on a semi-annual basis the number of corrective action plans implemented.

1. Prevent releases of hazardous and toxic substances into the environment.

Measures:

- a. Conduct or ensure completion of compliance inspections at 80% of the operating facilities throughout the state by June 30, 2008.
- b. 85% of inspected facilities in substantial compliance with leak detection requirements after 60-day inspection follow-up.
- c. 90% of inspected facilities in substantial compliance with operational requirements after 60-day inspection follow-up.
- d. Identify facilities that remain out of compliance with release detection and release prevention requirements two months after the inspection date, and initiate appropriate formal compliance action.
- e. Develop the "State Compliance Report" required by the Energy Policy Act of 2005 and submit the initial report to the EPA by August 7, 2007.

2. Program development and continuous improvement for efficient and effective cleanup of LUST sites.

Measures:

- a. Prioritize potential UST enforcement actions by July 31, 2007, and update priority list quarterly.
- b. To cost recover state money used to investigate, abate, and/or cleanup LUST sites where the responsible party is unknown, unwilling, and/or unable, increase the number of cost recovery action initiated, funds

- recovered, and settlement agreements completed from the previous fiscal year.
- c. Solicit stakeholder comment and draft proposed rule language to meet the “Additional Measures to protect Groundwater” requirement of the Energy Policy Act of 2005 and present it to the Control Board by April 30, 2008.
- d. Update and revise “Project Managers Guide for work at LUST Trust Sites” by March 31, 2008.

II. EMPLOYEES

1. Provide employees clear guidance and direction to successfully fulfill their responsibilities.

Measures:

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff by June 30, 2007.
 - b. Conduct informal one-on-one performance reviews quarterly for all staff to discuss status of assigned projects and provide feedback and direction. Formal review by June 30, 2008.
2. Implement measures to allow for employee development.

Measures:

- a. Develop training needs list by October 1, 2007.
- b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.
- c. If funding allows, provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2008.

III. CUSTOMER SERVICE

1. Improve customer service by conducting proactive public communication and education activities.

Measures:

- a. Publish bi-annual Newsletter by September 2007 and April 2008.
- b. Project managers will perform site visits to observe and document the installation and startup of all in-situ remediation systems. Site visits will be documented and the results will be reported quarterly.
- c. Each project manager will perform 15 site visits to LUST sites in order to provide customer assistance to owners and evaluate if any known alterations to the site have changed or created additional risks.

- d. Update information available on the UST program web page and the interactive map to include everything required by the “Public Record” section of the Energy Policy Act of 2005 by June 30, 2008.
 - e. Solicit stakeholder comment and draft proposed rule language to meet the “Operator Training” requirement of the Energy Policy Act of 2005 and present it to the Control Board by June 30, 2008.
- 3. Determine and evaluate budgetary requirements to manage a viable UST Program.

Measures:

- a. Complete budget for staffing, equipment, travel, and organizational needs by November 11, 2007. Review budget status within 30 days after the end of each quarter.

IV. ENHANCE POLICY MAKERS’ (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

- 1. Keep the Control Board informed of important and relevant information regarding the UST Program.

V. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

- 1. Provide adequate oversight of Local Health Departments (LHDs).

Measures:

- a. Review contract performance with LHDs by December 1, 2007, and May 15, 2008.
- b. Conduct semi-annual inspector training by December 31, 2007, and June 30, 2008.

DIVISION OF DRINKING WATER

FY 2008 Goals

I. ENVIRONMENT

Drinking Water

1. The Rules Section will work to improve the reporting of analytical data to DDW by enabling the electronic transfer of laboratory analytical data.

Measures:

- a. By August 2007, the Rules Section will meet with the State Lab and ChemTech/Ford to explore the electronic transfer of analytical data and to outline the steps necessary by each party to be able to transfer the data.
 - b. In October 2007 EPA will present a status report at the ASDWA annual conference on its efforts to standardize the electronic submittal of parametric data from certified laboratories to State Primacy Agencies' SDWIS databases.
 - c. The Rules Section in conjunction with each laboratory will develop an outline of milestones that each entity must meet in order to facilitate electronic transfer of data by December 31, 2007.
 - d. DDW, in consultation with the Drinking Water Board, will adopt rules by June 30, 2008, that require the electronic submission of analytical data consistent with EPA guidelines for processing directly into the SDWIS database.
2. The Field Services Section will establish logical grouping of water systems and rotation of surveyors amongst the grouping.

Measures:

- a. Field Services staff will identify system groupings by logical geographical areas and systems that can be "bundled" together for conducting sanitary surveys. This task will be completed by October 1, 2007.
- b. Field Services staff will establish sanitary survey assignment groupings by logical geographical locations to achieve the most efficient use of surveyor time and travel. This will take into account multiyear scheduling to enable all systems within a geographical area to be surveyed the same year to the extent possible. This task will be completed by December 1, 2007.
- c. Sanitary survey assignments will be rotated between local health departments, district engineers (where applicable) and Division sections so that a different group will conduct subsequent surveys. Calendar year 2008 survey assignments will be completed by January 1, 2008.

- d. A realignment schedule will be forwarded to EPA Region 8 so they can account for reasons why a 3 year frequency would not be met in favor of building efficiencies, as well as have the assurance that a given system would eventually be surveyed.

II. CUSTOMER SERVICE

Drinking Water

- 3. The Construction Section will improve the State Revolving Loan Fund (SRF) Program to include: Allowance for funding of automated meters, require all applicants to complete a vulnerability assessment and emergency response plan, make adjustments to the interest rate point system, make applications available online, and consider ways to make the state and federal programs uniform.

Measures:

- a. Present recommendations to the Drinking Water Board in July 2007.
 - b. Revise recommendations per Board's request and present final amended rules to the Board at or prior to the October 2007 Drinking Water Board meeting.
 - c. Publish amended rules with Division of Administrative Rules and complete rule making process at January 2008 Board meeting
 - d. Modify internal SRF Program requirements and policies by March 1, 2008.
- 4. The Rules Section and the Field Services Section will implement a water system recognition program

Measures:

- a. A DDW team will be established to research the type of awards and recognitions that have been presented in the past. This task will be completed by October 31, 2007.
 - b. The Team will establish the types of awards and recognitions to be presented by November 30, 2007.
 - c. Criteria for the awards and recognitions will be established by January 31, 2008
 - d. The team will present a proposal for a water system recognition program by February 28, 2008.
 - e. An implementation strategy and schedule will be established by April 1, 2008.
- 5. The Administrative Services Section will conduct a customer satisfaction survey

Measures:

- a. Identify different kinds of surveys (web? mailings? other?) and determine which would reach our customers most effectively; interact with Department office as needed regarding feasibility of any web-based surveys: by July 31, 2007
 - b. Identify areas of interactions with customers that need measurement. (Handling of phone calls, Accessibility of information, Courtesy, Others, Section-specific) by August 31, 2007.
 - c. Develop survey questions that will provide useful and accurate measurements of customer satisfaction in specific program areas (possibly with the assistance of the Office of Planning and Public Affairs) By October 31, 2007
 - d. Implement the survey by December 1, 2007.
 - e. Evaluate/measure initial results by February 28, 2008.
 - f. Propose possible changes in business practices, as needed, to address customer feedback. (possibly in conjunction with Division retreat 2008)
6. The Division Director will make the weekly and monthly reports available to the Board, LHD, AWWA, RWAU with appropriate links to webpage

Measures:

- A. By June 1, 2007 a group e-mail address will be developed for use by the Director in transmitting weekly and monthly reports.
 - B. By July 1, 2007 reports will be posted on the Division's web page.
 - C. By October 1, 2007 the Division will send a survey to its partners with the purpose of assessing the value of receiving the e-mails.
 - D. By January 1, 2008 the Division will evaluate the results of the survey and evaluate the desirability of continuing the process.
7. The Division's management team will evaluate the feasibility of producing a "Things we do" newsletter.

Measures:

- A. By July 31, 2007 the Division's management team will evaluate the feasibility of sending periodic newsletters to our customers reporting on the things we are doing, and make a decision on whether to proceed. The management team will also decide the format, periodicity, audience and its relationship with the OpenLine newsletter.
8. The Field Services Section will publish the Annual newsletter on Listserve

Measures:

- A. Meet and gather an electronic version by December 31, 2007.
- B. Gather e-mail addresses to send to interested parties by March 31, 2008
- C. Finalize newsletter on Listserv by April 31, 2008.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Drinking Water

- 9. The Rules Section will evaluate EPA's Groundwater Rule and formulate an implementation plan.

Measures:

- A. Rules Section Staff will identify the elements of the rule by July 31, 2007.
 - B. By October 31, 2007, the Rules staff will develop a plan and time schedule for the following activities: i) rule writing, review and adoption, ii) Sanitary Survey enhancements, iii) SDWIS tracking schema, iv) DDW and LHD surveyor training and v) public water system training.
 - C. The Division will implement the provisions of the plan and time schedule developed under item b above.
- 10. The Engineering Section will develop and adopt revisions to the Disinfection Rule and create companion guidance documents for ultra-violet, ozone, chlorine dioxide, chloramines and chlorination.

Measures:

- A. Complete first draft for internal review by April 1, 2007
- B. Send draft out and receive comments from water systems by June 30, 2007.
- C. Complete final draft by August 30, 2007.
- D. Present the rule to Drinking Water Board at the November meeting.
- E. Provide training to water systems at various OpCert trainings, RWAU conferences, and AWWA conferences.

11. The Rules Section will direct the development of a team to work with institutional water system owners (UDOT, LDS, BSA, etc.) to enhance technical assistance and compliance.

Measures:

- A. Identify sets of systems with "institutional" ownership. By July 31, 2007
- B. For each institutional owner, assemble a team of DDW staff to coordinate compliance activities. By August 31, 2007
- C. For institutional owners with a system or systems on the Worst 25 list, negotiate and issue bilateral compliance agreements with deadlines and stipulated penalties by September 31, 2007.
- D. For institutional owners with a system or systems with a "Not Approved" rating, negotiate and issue bilateral compliance agreements with deadlines by Nov 30, 2007.

12. The Rules Section will improve technical assistance on rules

Measures:

- A. SWTR and DBP rule manager will develop training materials to assist water systems to understand the various rule requirements by August 31, 2007.
- B. By September 15, 2007 Rules Section will schedule training to assist water systems on Schedules 3 & 4 to complete and submit their IDSE monitoring plans and systems on Schedules 1 & 2 to complete their IDSE reports.
- C. By November 30, 2007 send each water system with a possible 2007 monitoring violation a courtesy letter to remind them to either take the appropriate sample or to send the appropriate data to the Division prior to logging an official violation.
- D. By April 30, 2008 send each water system a copy of their monitoring schedule and Improvement Priority report.

13. The Engineering Section will develop a tracking scheme for rule exceptions to be used by personnel performing sanitary surveys.

Measures:

- A. Meet and discuss Rule Exceptions and frame work for development within DRU by July 31, 2007.

B. Develop a rule exception piece in the database by December 31, 2007.

C. Incorporate the database with sanitary surveys by May 31, 2008.

IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Drinking Water

14. The Administrative Services Section will work with LHDs, district engineers, county planners, and others to develop guidance relating to Source Protection and Capacity issues.

Measures:

A. Planning: Identify at least three local planning groups for training/presentations on source protection and capacity development issues. (by: July 31, 2007)

B. Implementation: Make at least three presentations and/or host poster sessions on source protection and capacity development issues, and financial assistance to local planning groups. (by March 31, 2008).

C. Contact Utah League of Cities and Towns and see if information can be added to their planner resources page on drinking water issues (by July 31, 2007)

D. Work with Bruce Slater (DEQ-Planning) to add general information on source protection issues to the Critical Lands Planning Toolkit through the Utah Quality Growth Commission (Governors Office of Planning and Budget).

E. Attend monthly Regional Planning Program meetings.

F. Evaluate success of effort, and whether other opportunities exist (by April 1, 2008).

15. The Administrative Services Section will advise and solicit help from other DEQ Divisions on protecting Sensitive SPP areas.

Measures:

A. Verify that all data security instructions are included in the metadata associated with each facility location and protection zone data layer. Complete by July 31, 2007

B. Contact GIS representatives and branch or section managers in other DEQ divisions to determine if it is required or would be beneficial for them to include public water sources and protection zones in their environmental evaluations. Complete by August 31, 2007

- C. Instruct GIS personnel how to connect to DDW data through the DEQ network. Also instruct them regarding appropriate security measures. Complete by September 30, 2007

16. The Engineering Section will enable web access for partners (LHD's, DE's, water systems) to key data.

Measures:

- A. meet & discuss web access for our "partners" by June 30, 2007
- B. meet with Bill Crowther and Tad Wimmer by July 31, 2007 for the purpose of coordinating implementation
- C. enable access of key data to appropriate partners by December 31, 2007

V. EMPLOYEES

Drinking Water

17. The Division Director will ensure that staff will become more proficient in program issues and cross-train one another.

Measures:

- A. By July 31, 2007, each manager will present a list to the Director of cross training needs within their respective sections.
- B. By August 31, 2007, a training calendar will be set with 45 minute training topics scheduled with the monthly staff meetings.
- C. By September 30, 2007 additional training classes will be scheduled to accommodate training needs that are longer than 45 minutes to accomplish.

18. The Division's management team will ensure that staff enter data consistently to SDWIS, SARA, and DRU. Establish standards for entering data and managing legal entities, water systems, and facilities. Develop documentation and appropriate training.

Measures:

- A. Determine the data entry requirements for data entered to SDWIS, SARA, and DRU. Complete by July 31, 2007
- B. Meet with representatives from each section to determine the data entry standards that are already in use. This will include historically established standards and standards in the

Division database policy document. Determine if additional standards are necessary. Include issues such as naming conventions and seasonality/activity status. Complete by September 31, 2007

C. Develop documentation and/or training. Complete by December 31, 2007

19. The Division Director will work with staff on ensuring that back up capability exists for strategic functions (travel, SDWIS/SARA, DRU, Web, administrative approvals, ongoing rule implementation etc.)

Measures:

A. By July 1, 2007 the management team will decide the areas where back-up capability is needed and place appropriate assignments in performance plans.

B. By mid June 2008 an evaluation will be made via individual performance reviews on the success of implementation.

VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIROMENTAL ISSUES

20. The Division Director will work with other water agencies to develop a public education campaign to be ready for Drinking Water Week in May 2008.

Measures:

A. Meet with AWWA, RWAU and the Water Coalition by December 31, 2007 to evaluate past water week observance and plan for the 2008 Water Week.

B. By February 29, 2008 send a letter to community water utilities inviting their participation in Water Week 2008.

21. The Division Director will collaborate with Board members in support of joint goals

Measures:

A. Starting with the May 11, 2007 Board meeting and in all subsequent Board meetings, the Division Director will mention those Division issues that are or may be of interest to the Board. If appropriate, the Director will solicit the input and support of the Board on joint goals.

22. The Division Director will invite local legislators to DW Board activities

Measures:

- A. For the July 11, 2007 Board meeting and subsequent meeting thereafter, the Executive Secretary will prepare and send form letters to appropriate legislators regarding the Board's meetings.

23. The Division Director will work on securing a sustainable budget for the Division.

Measures:

- A. By July 31, 2007 the Division Director will determine the viability of using Utah Department of Work Force Services funding to aid in providing operator certification training and backflow technician training.
- B. By September 30, 2007, the Division Director will commence to work cooperatively work with the Water Coalition on funding sources for DDW.

VII. INFORMATION TECHNOLOGY

24. The Administrative Services Section will Plan for and implement the Department electronic document management system.

Measures:

- A. Scan backlog of water system documents (system files, source protection files) into Documentum by December 31, 2007
- B. Implement use of Documentum to generate correspondence and documents by September 1, 2007
- C. Begin planning for second phase of Documentum (establishing work flows) by September 30, 2007 (this is dependent on Department contractor and other divisions' implementation).
- D. Implement Phase II within the Division by April 30, 2008.

25. The Rules Section will complete, maintain and enhance the SDWIS/SARA database.

Measures:

- A. During the period between July 1, 2007 and October 1, 2007 all DDW staff will become conversant with the SDWIS/SARA databases.
- B. Appropriate Division staff will begin outlining the steps necessary to move to SWRI, during the July through September 2007 timeframe and then work cooperatively with Tad Wimmer and Bob Shipman to ensure the ability of IT services to support the migration.

- C. Through September 30, 2007 the Rules Section will identify implementation glitches in SDWIS and SARA databases and identify corrective action to be forwarded to IT services for correction.

DIVISION OF RADIATION CONTROL

FY 2008 Goals

1. ENVIRONMENT

DRC Program Annual Goals

Limit the amount of radiation exposure to the public to those levels which are the lowest-level, reasonably achievable (ALARA) from uses of radiation and protect radiation workers. Minimize environmental radiation exposure to the citizens of Utah from generation, movement, remediation, and disposal of radioactive materials.

Measures:

1. Dose to radiation workers remains within regulatory dose limits and is ALARA.
2. Provide satisfactory regulatory oversight programs to safeguard the public from ionizing radiation: The radioactive materials and low-level radioactive waste programs are evaluated and judged adequate and compatible through the Nuclear Regulatory Commission Integrated Materials Performance Evaluation Program (IMPEP) during routine program reviews.
3. Continuation of program to identify radon exposure to citizens. Problem radon areas are identified.

X-Ray Registration, Inspection and Radioactivity Section and the Materials Licensing and Inspection Section

Control the receipt, possession, use and transfer of radioactive material and x-ray generating machinery to protect public health and the environment through a comprehensive licensing and registration program. Action will involve the processing of applications for use of radioactive material, under the terms and conditions of a specific license in accordance with division policies and procedures. The purpose will be to ensure that an applicant's commitments are sufficient to provide for safe use and control of radioactive material.

Measures:

- Applications receive a timely primary and secondary review, before being approved.
- Applicants make necessary commitments to ensure safe use/control of radioactive material.
- Applicants make use of applicable, health-physics procedures.
- Entrance skin exposure information for the most common x-ray procedures will be collected by staff and reported to the health provider comparing their results to national and Utah trends. The exposure information will be entered into the

Division database to enable tracking of exposure trends for the common x-ray procedures in Utah.

Perform all inspections of specific licensees in accordance with the inspection, program policies and procedures manual to assure that licensees are abiding by the rules and commitments necessary to assure control of sources of radiation.

Measures:

- A schedule of inspections by priority, geographic location and the previous inspector will be prepared, near the end of the calendar year and after applicable data entry is finished.
- The time interval, established by the NRC for completion of inspections, is not exceeded.
- A tracking system, per fiscal year, is maintained and monitored for reciprocity work notices.
- Licensees working under reciprocity are inspected in accordance with NRC IMPEP Procedure SA-101.
- Inspections are performed in accordance with DRC policies and procedures.

General licensees are registered and inspected in accordance with Division policies and procedures.

Measures:

- New and changed, registration materials are sent to a licensee, within 30 days after receipt of a manufacturer's quarterly distribution report or notice of change from a licensee.
- Inspections of general licensees who have received a new Certificate of Registration are performed within six months after issuance of the certificate.
- A report is prepared by December 31st of each year which lists the existing general licensees who hold a Certificate of Registration due for inspection during the fiscal year.
- Annual and renewal fees are tracked and those licensees that are not current are referred to Debt Collection.

LLRW and Uranium Mill Tailings Health Physicists Section

Evaluate and make necessary changes to the "Generator Site Access" (GSA) Program for Energy Solutions.

Measures:

- Host "Permittee Workshop" to discuss joint regulatory issues, as necessary.
- Continue with issuance of GSA permits.
- Continue on-site transportation inspections with more focus on generators.
- Develop an electronic inspection format.

Perform all inspections of specific licensees in accordance with the inspection program, policies and procedures manual to assure that licensees are abiding by the rules and commitments necessary to assure control of sources of radiation.

Measures:

- A schedule of inspections by priority geographic location is prepared near the end of the calendar year and after applicable data entry is finished.
- The time interval for completion of inspections is not exceeded.
- A tracking system is maintained and monitored.
- Inspections are performed in accordance with DRC policies and procedures.

Evaluate and continue to provide an effective low level radioactive waste regulatory program, including project-based environmental monitoring.

Measures:

- Continue routine oversight at Energy Solutions through modular inspection program, including at least annual inspections of the following module categories: radiation safety (16 modules).
- Oversight of Energy Solutions' environmental monitoring program (sampling and analysis of environmental data) through review of quarterly environmental monitoring reports.
- Sample air, soil, vegetation, groundwater or surface water at Energy Solutions, as determined necessary.

Control the receipt, possession, use and transfer of source material in milling operations, by-product material, and by-product material disposal facilities to protect public health and the environment through a comprehensive licensing program.

Measures:

- Applications and license amendments receive a timely review prior to approval.
- License renewal applications for EnergySolutions and IUC.
- Licensee makes necessary commitments to ensure safe use/control of radioactive materials.
- Status of information regarding uranium mills is available to the public through the DEQ website.
- Develop inspection module for uranium mills and disposal facility in accordance with the final application for the Uranium Mills and Tailings Inspection Program Policies and Procedures Manual.
- Quarterly, or as needed, perform uranium mill and disposal facility inspections in accordance with DRC inspection policies and procedures.
- Prepare inspection reports and/or enforcement documents in a timely manner.

Conduct an Emergency Response Program

Measures:

- Yearly review and update of the Division's Emergency Response Plan and call list.
- Respond to radiation incidents.
- Participate in emergency exercises as available.
- Participate in DEQ emergency response planning as requested.

Provide necessary instrumentation and equipment to Division staff to utilize appropriately.

Measures:

- Maintain, calibrate and inventory all radiation detection instrumentation.
- Surplus excess instruments, as appropriate.
- Provide emergency response equipment to staff.

Geotechnical Services Section

Provide technical and administrative support to the Division's Radioactive Materials Licensing Program.

Measures:

Provide hydrogeologic and engineering staff technical support to the DRC staff.

Perform all inspections of GW permittees in accordance with the Inspection Program Policies and Procedures Manual to assure that licensees are abiding by the rules and commitments necessary to assure compliance with GW values.

Measures:

- Develop modular inspections for uranium mills.
- A schedule of inspections by priority and geographic location.
- The time interval for completion of inspections is not exceeded.
- A tracking system per fiscal year is maintained and monitored.
- Inspections are performed in accordance with DRC policies and procedures.

Issue Groundwater Discharge Permits and Corrective Action Orders to Uranium Mill Facilities in Response to Agreement State Implementation.

Measures:

- Issue groundwater corrective action order to Rio Algom.
- Continue enforcement activities at International Uranium Corporation for the chloroform plume, including project-oversight, completion of the groundwater containment investigation (GCI) report, require submittal of a groundwater correction action (GCA) plan, and review quarterly reports.

- Develop a groundwater inspection program for 11e.(2) facilities—including modules and inspection frequency (Energy Solutions, IUC, Plateau Resources and Rio Algom).
- Process major permit modifications for Plateau Resources.
- Process the permit renewal for Energy Solutions' 11e(2) cell.
- Process IUC Cell 4A relining proposal.
- Complete groundwater permit renewal for EnergySolutions.

II. CUSTOMER SERVICE

DRC Program Annual Goals

Maintain customer oriented, professional working relationships with both internal and external customers through focusing on their needs and providing opportunities for input into division processes and by working with customers to solve problems. Both internally and externally operate as a customer oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

Measures:

1. Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
2. Make timely decisions.
3. Improve coordination with internal and external customers.
4. Provide effective communication, timely and accurate information, and clear direction to customers.
5. Encourage public involvement and informed decision making.
6. Involve customers in the rulemaking process.
7. Work with customers to solve problems.
8. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
9. Customer service feedback.
10. Customer input and feedback during informal and formal stages of rulemaking.

The DRC will complement DEQ's "EIMI" philosophy.

Measures:

1. DRC will participate on the Department's EIMI management teams that will set standards.

2. The Division will continue development of the Utah Generator Site Access Permit Program.
3. The DRC will participate in the Electronic Data Management System Initiative.

X-Ray Registration and Inspection and the Radioactive Materials Licensing and Inspection Section

Perform all inspections of registrants in an effective and efficient manner as well as in accordance with Division policies and procedures.

Measures:

- Inspections for new x-ray registrants are automatically assigned to staff for completion within 120 days post-registration.
- Registrants who are past due for a safety inspection by 120 days or more are completed as the “highest priority inspections” by the end of the fiscal year.

Complete the registration process for FY2008 and prepare and send the registration materials for FY2008.

Measures:

- Bulk mailings of registration applications for three registration periods during FY2007 are sent by September 3, 2007, January 2, 2008, and May 1, 2008.
- Registration application forms and payments are processed so the majority of the work is completed by the 40th business day after the bulk mailing of applications.
- Individuals or persons who do not register their x-ray units are issued a payment reminder and referred to the Office of State Debt Collection, if necessary, by the 80th business day of the registration cycle.

Establish conditions and circumstances so that the section is open for 24 hour access.

Measures:

- Updates to the DRC website for the X-ray and Radioactive Material Section are made as needed.
- Information about the registration and licensing process is made available to the public through the DEQ website.

Respond to complaints or allegations concerning improper use or improper control of licensed material and investigate incidents involving radioactive materials.

Measures:

- Where an on-site visit is needed to evaluate the conditions, the on-site visit is made within five days of the Division’s notification of the problem.
- Submit an “Abnormal Occurrence Report” to the NRC as soon as practicable after confirming the problem meets the NRC’s reporting criteria.

- Prepare investigation reports and/or enforcement documents in a timely manner.

Reciprocal recognition notices are issued to licensees sited in other jurisdictions.

Measures:

- Reminder notices are mailed to current reciprocity licensees before mid-December.
- Responses to applications are processed within five days of receipt of the application.
- A tracking system is maintained for the calendar year. This will be used to determine those licensees eligible for a radiation safety inspection.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DRC Program Annual Goals

DRC Administration Section Goals

Financial Management for Division programs will be provided.

Measures:

- Identify revenue sources utilizing existing information and projections.
- Determine Division staffing needs within funding capability and update budget requirements to include promotions and increases.
- Prepare schedule for Capital Equipment, contracts, Professional/Technical Services, Travel (In/Out), Current Expenses, DP Current Expenses.
- Update Fee Schedule, as needed, prior to public comment in September/October 2006.
- Prepare building blocks and supplemental requests as necessary.
- Finalize budget per Department schedule.
- Prepare and invoice facilities for licensing/registration fees. Track applicable receivables in Finet Advanced Receivables System.
- Track Division expenditures against annual work program including work program adjustments as needed. Reconcile Budget Op Reports.
- Provide budget recommendations and forecasts as necessary.
- Prepare fiscal notes for the Legislative Fiscal Analyst as necessary.
- Identify revenue sources utilizing existing information and projections.

Manage Travel Budget for Division

Measures:

- Determine travel needs from Division Director and Section Managers.
- Coordinate “travel ceiling” with Department Budget Officer.

- Monitor “travel utilization” and update budget as needed.
- Prepare travel requests and reimbursements for in-state and out-of-state travels.
- Update staff on travel procedures.

Evaluate and Determine Appropriate Training for Administrative Staff.

Measures:

- Determine training needs for administrative staff.
- Submit training needs to the Division director.
- Participate in “in-house” training opportunities.

Maintain a Successful Records Management Program for the Division.

Measures:

- Maintain current files index and distribute to Division staff.
- Update administrative files.
- Identify documents which may be archived.
- Complete archive forms.
- Submit appropriate documents and forms to State Archives.
- Make appointments for records access.
- Maintain the library in an organized manner, removing reference material no longer needed by the Division.
- Develop DRC process for paper file management.

Prepare Documents for the Utah Radiation Rules.

Measures:

- Prepare proposed new rule or proposed changes to rule in Board format for approval of the Radiation Control Board.
- If approved, prepare filing form for Division of Administrative Rules (DAR) and file with that office, in accordance with rulemaking time frames. Send legal notice to newspaper for publication.
- Following the 30-day comment period, and upon the Board’s approval, file Notice of Effective Date with DA R.
- Print rule in DAR format to reflect effective changes.
- Provide paper or disk copies to licensees/registrants and public as required.

Provide Data Processing/Communications Tools to Facilitate Program Goals.

Measures:

- Provide quality assurance for database systems.
- Prepare FY 2007 Information Technology Plan for the Division.

- Determine and provide for all data processing and communication changes.

Provide Administrative Secretarial Support to Radiation Control Board.

Measures:

- Prepare packets for mail-out to Board Members, coordinate with Division director.
- Post agendas 24 hours prior to meeting.
- Contact Board Members regarding attendance.
- Prepare additional handouts.
- Set-up room and record Board meeting proceedings.
- Prepare timesheets and travel reimbursement requests for Board members.
- Other arrangements as needed.
- Transcribe and type minutes from Board Meetings.
- Provide administrative support to all Division staff.

IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DRC Program Annual Goals

Provide Management of Division Performance Partnership Grant, Cooperative Agreements and contracts.

Measures:

1. Renew existing Division contracts to maintain continuity of services.
2. Monitor financial payments on contracts.
3. Initiate new contracts.
4. Monitor the EPA performance partnership and other grants.

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

Measures:

1. Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the impacts of uses of radiation and radioactivity.
2. Focus on teamwork and partnership in identifying and resolving problems.
3. Key problems identified by government partners are addressed and solutions developed and implemented.

X-Ray Registration and Inspection Section and the Radioactive Materials Licensing and Inspection Section

Provide Assistance to Others by way of a Mammography Facility Inspection Contract with the FDA, and an Inspection Contract with the Department of Health.

Measures:

- Perform the contracted number of mammography facility inspections for the FDA before July 1, 2008. Inspections are to meet standards prescribed by the FDA.
- As part of an FDA audit, mammography facility inspectors receive a satisfactory rating from the FDA; each inspector must demonstrate proficiency in applicable aspects of the MQSA inspection process.
- Develop and submit a performance contract by August 31, 2007, for the inspection of specific healthcare agencies, in accordance with protocols developed by the Department of Health, Bureau of Facility Review.
- Perform the facility inspections as requested by personnel from the Bureau of Facility Review within a mutually agreeable schedule.

LLRW and Uranium Mill Tailings, Health Physicists Section

Continue to Participate with the WGA in the Cooperative Agreement to Provide Funding for the Emergency Response Training of Responders.

Measures:

- Prepare work plans for approval by the DOE.
- Participate in WGA sponsored activities, as required by the Cooperative Agreement.
- Train responders throughout the shipping corridor.
- Respond to requests for information and/or training from LEPC's and county governments.

Continue the Environmental Protection Agency Sponsored State Indoor Radon Grant (SIRG).

Measures:

- Develop and submit materials and budget for the partnership grant application by the Department's schedule.
- Distribute radon detectors, as necessary, to perform radon studies.
- Continue outreach efforts to educate the public regarding radon risks through local health departments and outreach activities. Allocate funds to the local health districts.
- Annually attend the National Radon Meeting.

- Radon test results from Division, local health departments, and vendor data are tracked in the DRC database by geographic location to enhance identification of problem radon areas.
- Continue radon awareness and testing through the Newborn Awareness and Testing Program. The DRC will perform annual updates. Results will be made available on the DRC webpage.

Geotechnical Services Section

Participate in the Federal Government Surface and/or Groundwater Remedial Actions at SLC and Green River Title 1 UMTRCA sites.

Measures:

- Provide hydrogeologic expertise for review and comment for any proposed remedial actions.
- Ensure the interests of the State of Utah are represented in the Title I uranium mill regulatory area.

Continue Participation in the Moab Tailings Stakeholder Group Partnership to Determine Future Actions Regarding the Moab Tailings Pile Cleanup.

Measures:

- Organize, co-sponsor and facilitate periodic meetings of the Moab Tailings Stakeholders to address the myriad of issues that must be addressed by the Department of Energy (DOE).
- Determine DEQ's role and future activities for the Moab Tailings Groundwater Subcommittee to address the groundwater cleanup issues at the Moab Tailings Site.
- Attend Steering Comm. Meetings, as necessary.
- Determine DEQ's role and the future activities for the Moab Tailings Relocation Subcommittee to address the off-site removal issues at the Moab Tailings Site.
- Continue to facilitate the "Stakeholder process" by providing information on the Division website under the Moab Tailings Stakeholder Group.
- Participate in the Final Environmental Impact Study (FEIS) for the Moab Tailings as a Cooperating Agency.
- Review Final EIS for the Moab Tailings project, and prepare State comments as appropriate.

V. EMPLOYEES

DRC Annual Program Goals

The Success of the Employees Determines the Success of DEQ. DRC will maintain a Climate and Structure in which Employees can function to their Fullest Potential and Accomplish Division Goals.

Measures:

1. Employees are committed to the success of DEQ and DRC and recognize their professional responsibility and accountability in meeting the needs of the organization.
2. Employee participation in achieving annual goals is essential.
3. Teamwork and problem solving are essential.
4. Employees are recognized for their quality work.
5. Provide opportunities for training and professional development.
6. Employees will perceive the DRC as a desirable place to work.
7. The DRC is effective in recruiting and retaining quality employees.
8. The DRC is effective in recruiting and retaining quality employees.
9. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
10. Employee statements and actions reflect strategic and annual goals and DEQ policies and procedures.
11. Employee recognition programs are in place, utilized, and meet employee and management needs.
12. DRC has a low turnover rate and is effective in the recruitment of quality new employees.

Establish Effective Lines of Communication within the Division of Radiation Control.

Measures:

1. Hold DRC staff meetings as needed.
2. Send e-mails on important issues to staff to help keep them informed.
3. Continue to promote the "Open Door Policy" at all manager levels.

The Division will Provide Necessary Training to DRC Staff to Facilitate and Enhance their Capability to perform their Job Assignments.

Measures:

1. Provide training to staff as requested in accordance with available DRC budget.

VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES

DRC Program Annual Goals

Inform, educate and facilitate the Radiation Control Board as proactive participants in shaping radiation control policy in the State of Utah.

Measures:

1. Board member, legislative and elected officials' feedback.
2. Policy issues are resolved: Policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

Enhance Policymakers' (Legislature, other elected officials, and Boards) understanding of environmental issues, and facilitate policymakers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprised of important environmental policy issues.
2. Relationships with policymakers are developed and understanding of environmental issues enhanced.
3. Policymakers work with DEQ in development and implementation of environmental policy issues.
4. Policymakers' trust is developed and enhanced with DEQ.

DIVISION OF SOLID AND HAZARDOUS WASTE

FY 2008 GOALS

I. ENVIRONMENT

DSHW

Protect human health and the environment by promoting pollution prevention (P2) and ensuring safe waste management through the proper handling, transportation, recycling, treatment, storage and disposal of solid and hazardous wastes, used oil, and waste tires.

- 1. WASTE MINIMIZATION** – Implement and support waste minimization and pollution prevention of hazardous waste generation.
 - a. Identify and evaluate supplemental environmental projects that are a part of a compliance action as well as the Small Quantity Generator (SQG) compliance assistance program to determine their contribution to waste minimization and pollution prevention. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.
 - i. On-site visits to SQGs will serve to provide updated information on waste minimization programs and opportunities as well as compliance assistance support.
 - b. Continue Division pollution prevention policy implementation. Provide pollution prevention information and technical assistance, via fact sheets, newsletters, and electronic media, to staff and businesses that generate hazardous waste. As necessary, help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction, and recycling.
 - i. Develop new P2 fact sheets to assist various industries, as needed.
 - ii. Division staff kept abreast of contents of P2 library, how to use the P2 library, and P2 fact sheets.
 - c. Continue working relationship between DSHW and EPA hazardous waste minimization programs to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look for opportunities to reflect how state actions support national goals. Review, comment on, and utilize state hazardous waste generation profiles prepared by EPA to increase waste minimization and P2 efforts and successes and to meet other specific state needs. Identify opportunities to link waste minimization efforts to reductions in EPA's priority chemicals in RCRA waste streams generated within the state.

- d. Administer an effective used oil recycling program for Utah.
 - i. Track and evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).
 - ii. Semiannual DIYer reimbursements are reviewed and processed within established timeframes. Percent of DIYer reimbursements received and processed will be determined and tracked.
 - iii. Support and help to maintain a sufficient number DIYer collection centers to make it convenient for the public to recycle their used oil. Current listing of collection centers will be made available via the Division Web site.
 - iv. Number of new collection centers established during fiscal year will be documented.
 - v. Maintain an effective Used Oil Block Grant Program to promote the recycling of used oil.
 - A. Number of requests for grant packets will be documented.
 - B. Amount of funds awarded will be documented.
- e. Continue administration of the waste tire recycling program.
 - i. Review bids for the cleanup of abandoned waste tire piles and waste tire piles at municipal landfills within 30 days.
 - ii. Receive annual waste tire recyclers and transporters registrations. Maintain a list of current registrants and make available via the Division Web site.

2. PERMITS, CLOSURE, and POST-CLOSURE

- a. Maintain effective solid and hazardous waste permitting and closure/post closure programs.
- b. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure requirements, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRAInfo) for all required data elements by the 20th of the month following the activity.
- c. Hazardous Waste Program – Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, and program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRAInfo data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications (PC240) are as equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.
- d. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with staff

for ongoing coordination. This will help to identify areas of progress and areas of concern. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY 2009 planning process.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Facilities Section Annual Goal:

Implement an effective permitting program for hazardous waste treatment and storage facilities regulated by the HWF section.

- a. All facility permit modification requests are evaluated and addressed within required regulatory time frames.
- b. Identify facilities requiring a five-year permit review or a ten-year permit reissuance by September 28, 2007. Complete five-year reviews in a timely manner. Process permit applications for reissuance and issue Notices of Deficiency (NODs), if necessary, in a timely manner.
- c. Assist and oversight facilities in closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications in a timely manner. Issue closure verifications in a timely manner. Process post-closure permit applications within required regulatory time frames.
- d. Identify the application status of interim status facilities by September 28, 2007. Process applications submitted by interim status facilities and issue final determinations in a timely manner. Provide guidance to interim status facilities preparing permit applications.
- e. Provide facility specific permitting information to RCRAInfo within required time frames.
- f. Conduct periodic analysis of the effectiveness of the permitting process.

Commercial/Federal Facilities Section Annual Goal:

Maintain an effective permitting program for the commercial and federal hazardous waste treatment, storage, and disposal facilities (C/FF).

- a. Meet all C/FF permit commitments as determined with the facilities.
- b. Complete all on going permit modifications as requested within regulatory time frames.
- c. Ensure that permit conditions are based on statutory and regulatory requirements.

- d. Ensure that staff assignments are made taking into consideration appropriate workloads.
- e. Meet FY 2008 goals.

Chem Demil Section Annual Goal:

Ensure permits meet regulatory requirements, are enforceable, and provide for protection of human health and the environment.

- a. Permits are protective of human health and the environment. Permit conditions are clear and the facility can operate in compliance with the conditions.
- b. SWMU's are prioritized for corrective action based on relative risk and are characterized using best industry standards. Corrective action decisions and actions are conducted in accordance with Utah corrective action and cleanup standards (R315-101).

Used Oil Section Annual Goals:

Process all complete permit applications in a timely manner.

- a. Average number of working days for permit review once a complete permit application is received by the Division.
- b. Maintain uniform permits and permit reviews that consistently enforce the used oil management standards.
- c. Permit formats will be reviewed for consistency and errors and updated to reflect any new rule changes.
- d. Used oil rule booklet modified, as needed.

Solid Waste Section Annual Goals:

Process all permit applications in a timely manner.

- a. Number of working days for permit review.
- b. Number of days for review of Requests for Additional Information (RAI) responses.
- c. Number of RAI's issued.

- d. Maintain uniform permits and permit reviews that consistently enforce the solid waste rules through use of EPA Technical Assistance Manual and peer review.
 - i. Peer reviews conducted
 - ii. Modify standard permit as needed.
- e. Review permit applications for Class II, Class III, Class IV, and Class VI facilities within 60 days of receipt of application.
- f. Number of days from receipt of application to issuance of first RAI or draft permit.
- g. Review permit applications for Class I and Class V facilities within 120 days of receipt of application.

3. CORRECTIVE ACTION

- a. Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated waste sites.
- b. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to corrective action, including site assessment, stabilization (accounting for health and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRAInfo). For RCRAInfo, all required data elements will be entered by the 20th of the month following the activity.
- c. Hazardous Waste Program – Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075)), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- d. Hazardous Waste Program – Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).

- e. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY 2009 planning process. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) migration of contaminated groundwater under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of accomplishments of the above indicators.
- f. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan for corrective action activities.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Management Section Annual Goal:

Provide compliance oversight for the Voluntary Corrective Action (VCA) program. Conduct oversight and review of corrective action facilities to facilitate effective remediation of contaminated sites.

- a. Review and provide comments on reports and plans as required by the time frames contained in VCA agreements.
- b. Encourage the use of innovative solutions to site remediation.
- c. Continue to develop and update database to track VCAs and show status, coordination, etc. of VCAs

Hazardous Waste Facilities Section Annual Goals:

Implement an effective corrective action program for hazardous waste treatment and storage facilities regulated by the HWF section.

- a. Identify the status of hazardous waste treatment and storage facilities regulated by the HWF section that are subject to corrective action by September 28, 2007. Determine corrective action goals for each facility.
- b. Review and comment on submitted corrective action plans and reports within the time frames identified in the corrective action module of the permit or Consent Agreement/Order (some interim status facilities are initiating corrective action prior to permit issuance through an Agreement or Order).
- c. Encourage the use innovative technologies in site remediation.

- d. Provide facility specific information to RCRAInfo within required time frames.
- e. Conduct periodic analysis of the effectiveness of the corrective action process.
- f. Implement an effective voluntary corrective action program for non-TSD entities that have entered into an agreement with the Division and that are being over sighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being over sighted by the HWF section.
 - i. Review and comment on submitted plans and reports within the time frames identified in the agreements.
 - ii. Encourage the use of innovative technologies in site remediations.
 - iii. Conduct periodic analysis of the effectiveness of the voluntary corrective action process.

Commercial/Federal Facilities Section Annual Goal:

Maintain an effective corrective action program for the commercial and federal hazardous waste management facilities (C/FF).

- a. Review and comment on submitted plans and reports for Tooele Army Depot in a timely manner.
- b. Encourage the use of innovative technologies in site remediations.
- c. Continue to evaluate the need for corrective action at all C/FF sites.

Chem Demil Section Annual Goal:

Maintain an effective corrective action program for the Chem Demil Facilities.

- a. SWMU's are prioritized for corrective action based on relative risk and are characterized using best industry standards.
- b. Corrective action decisions and actions are conducted in accordance with Utah corrective action and cleanup standards (R315-101).

COMPLIANCE AND ENFORCEMENT

Evaluate compliance status of solid waste, hazardous waste, and used oil handlers and facilities and foster an ongoing commitment to compliance and environmental protection through on-site inspections and compliance assistance activities.

- a. Update inspection universe and develop inspection schedule for FY 2008 by September 28, 2007. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2008.
- c. Continue implementation of the small quantity generator compliance assistance program in FY 2008. Participate in joint state and federal industry sectors initiatives.
- d. Provide facility specific compliance and enforcement information through the proper and timely entering of program data into automated data systems (RCRAInfo).
- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact and data systems reports to note areas of progress and areas of concern.
- f. Consider economic factors in determining penalties for violations.
 - i. Use EPA economic computer models to assist in evaluation.
 - ii. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.
- g. Continue coordination of EPA Region 8's implementation of the CERCLA Offsite Rule (OSR). A regional implementation policy has been established and will serve as the basis for the Region's implementation of the OSR.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Management Section Annual Goal:

Have an effective Compliance/Enforcement oversight program for hazardous waste generators.

- a. Develop a work plan by September 28, 2007, identifying the generator universe to be inspected during FY 2008. The LQG universe will be defined by the September 28, 2007, RCRAInfo data pull.
- b. Conduct on-site evaluations of SQGs as per the Division's SQG compliance assistance program.
- c. Complete inspections, reports, and associated actions within appropriate time frames.

Hazardous Waste Facilities Section Annual Goal:

Implement an effective compliance oversight program for hazardous waste treatment and storage facilities regulated by the HWF section.

- a. Identify facilities to be inspected and develop inspection schedule for FY 2008 by September 28, 2007.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2008.
- c. Provide facility specific compliance information to RCRAInfo within required time frames.
- d. Conduct periodic analysis of the effectiveness of inspection process.

Commercial/Federal Facilities Section Annual Goals:

Maintain an effective compliance oversight program for the assigned commercial and federal hazardous waste management facilities (C/FF).

- a. Meet all C/FF commitments identified in the C/FF inspection schedule.
- b. Finalize FY 2008 C/FF inspection schedule by September 28, 2007.

- c. Supply a copy of the FY 2008 inspection schedule to Section staff by October 5, 2007.
- d. Conduct all inspections as identified in the schedule by September 30, 2008.
- e. Conduct on-site compliance evaluations (inspections) of operating commercial land disposal and incineration facilities on an average of twice per month and utilize the section's "Oversight of Commercial Hazardous Waste Management Facilities" guidance document. Conduct inspections of the federal facilities and other commercial facilities on an as-needed basis.
- f. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.
- g. Complete compliance assistance inspections as needed.

Chem Demil Section Annual Goal:

Maintain a comprehensive and efficient oversight program of Chem Demil Facilities.

- a. Conduct inspections in accordance with EPA partnership agreement and meet compliance/enforcement time frames.
- b. Inspection reports are well written and enforcement action can be defended by the inspection report.

Used Oil Section Annual Goals:

Operate an effective compliance oversight program for all used oil facilities and collection centers regulated by the Used Oil Management Standards.

- a. Provide guidance to facility owners/operators and collection centers through periodic inspections, timely inspection reports and defining compliance issues. Permitted and registered facilities located in Utah are inspected at least annually.
- b. Annual inspections are thorough and inspectors provide assistance.
- c. Update inspection universe and develop inspection schedule for FY 2008, by September 28, 2007.
- d. Complete targeted inspections by September 30, 2008.

- e. Maintain documentation of inspection and compliance history of each facility.
- f. Inspection reports will be filed and files kept up-to-date.
- g. Facility specific compliance and enforcement information will be provided through the proper and timely entering of EPA and used oil program data into the used oil database and RCRAInfo.

Solid Waste Section Annual Goals:

Pursue statewide compliance with solid waste rules.

- a. Provide guidance to facility owners or operators through periodic inspections, timely inspection reports and defining compliance issues. Municipal facilities inspected a minimum of once each year and increased frequency based on waste volume and type. Class V facilities inspected quarterly and Class VI facilities inspected semiannually.
- b. Percent of inspection in which local health department was notified in advance with an invitation to participate.
- c. Percent of facilities inspected once each year.
- d. Percent of facilities inspected more than once per year.
- e. Percent of facilities inspected quarterly.
- f. Percent of inspection reports completed and mailed within 10 days of the inspection.
- g. Inspect all facilities for all permit conditions and applicable regulatory requirements each year.
- h. Maintain enforcement of waste tire storage and waste tire disposal rules.
 - i. Inspections conducted.
 - ii. Local health departments contacted.
 - iii. Local health departments participating in inspections
 - iv. Compile and spot check waste tire transporter monthly flow reports.

5. INFORMATION MANAGEMENT

- a. Report key program accomplishments as noted in the above annual goal sections via automated data systems or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and complete data, including compliance and enforcement data, and federally required data fields in RCRAInfo. EPA will work with the state to clarify or resolve universe issues and provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRAInfo and other state data systems for assessing accomplishments in these program areas. Data will be entered into RCRAInfo for all required data elements by the 20th of the month following the activity.
- b. Significant noncompliers (SNCs) will be identified and reported to EPA, utilizing appropriate RCRAInfo codes, as agreed upon by DSHW and EPA, and in a manner consistent with national policy and guidance.
- c. Administer the distribution to and collection from TSDFs, LQGs, and other hazardous waste handlers required to prepare and submit the 2007 hazardous waste biennial report. Conduct data quality of the reports received. DSHW will continue to utilize electronic reporting via Web-based software as the primary reporting mechanism.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Management Section Annual Goal:

Have an effective data management program for Hazardous Waste Management Section that will meet the Division Goal.

- a. Maintain current compliance tracking system and supply information for RCRAInfo.
- b. Update, review, and evaluate the sections compliance and inspection tracking database.
- c. Review and update the RCRAInfo Corrective Action universe, as needed.

Commercial/Federal Facilities Section Annual Goal:

Maintain the RCRAInfo data management program for the C/FF section.

- a. Provide the required RCRAInfo information to the appropriate staff for input into RCRAInfo by the 20th of each month.
- b. Evaluate the data in RCRAInfo to determine if it accurately represents the permitting, corrective action, and compliance/enforcement work completed.

Chem Demil Section Annual Goal:

Maintain Chem Demil program activities in automated data systems.

- a. RCRAInfo data are complete and accurate.
- b. Section database is populated with relevant data.
- c. Permitting, corrective action, and compliance data are useful and accessible.

Used Oil Section Annual Goal:

Complete 2007 hazardous waste (biennial) reporting activity and submit to EPA by established time frames.

- a. Data quality/verification and necessary edits performed on received reports (June 2008).
- b. A complete draft of Utah's biennial reporting information passing basic edits will be sent to EPA for review by August 31, 2008. EPA will review submittal and notify DSHW of any noted deficiencies.
- c. Any deficiencies identified by EPA will be corrected and final data will be submitted to EPA for development of the Final 2007 National Biennial Report.

6. ENVIRONMENTAL JUSTICE

The State recognizes that incorporation of environmental justice into the RCRA regulatory program is a priority for EPA Region 8. Upon request, EPA will provide the State access to Geographic Information System (GIS) environmental justice tools; provide information to the State on environmental justice grants; and share information about any available environmental justice resources. DSHW may utilize EPA staff and GIS resources, as appropriate, in the implementation of the State hazardous waste program.

Incorporate, as appropriate, environmental justice information in the administration of the hazardous waste program.

II. CUSTOMER SERVICE

1. The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, interoperability, and problem-solving through cooperative efforts in all Division activities and partnerships.
 - a. Customer feedback is solicited and evaluated.
 - b. Decisions and services are provided within mutually agreed-upon time frames which best meet customers' needs and provides appropriate environmental protection.
 - c. Staff will help the public understand applicable regulations and Division procedures and activities in a courteous and professional manner.
 - d. Telephone calls requesting information and submitted written requests will be answered in a timely manner.
 - e. Any program newsletters will be published and distributed, as appropriate, to internal and external customers.
 - f. Staff will provide technical and regulatory assistance to industry, special interest groups, schools, local governments, etc. throughout the year.
 - g. Establish a good relationship between Division personnel and customers interested in or concerned with program activities and related regulations.
 - h. Staff will look for ways to improve Division business processes.
 - i. Maintain Chem Demil program activities in automated data systems.
 - i. Section staff understands big picture and considers triple bottom line (facility, community, staff) in all actions.
 - ii. Web page is up-to-date and easy to understand. Reports of public interest are posted. Public meetings are informative and hearings are open and the hearing officer listens to all comments.
 - iii. Improved communications lead to superior data. Facility continues self-reporting of unusual and non-compliant situations at the facilities. Shorter turnaround time for submitted plans and modifications.
 - iv. Priorities are identified by community-based partnerships.
2. Permitting, corrective action, and compliance/enforcement processes will involve continuous customer input.

- a. The public will be involved as required by statute, regulation, or state public participation policies so that access to public records during public comment periods will allow appropriate time for public participation.
- b. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.
- c. Internal processes will be assessed to identify areas for improvement.
- d. Permit information and fact sheets regarding permit modifications and permit issuances will be available on the Division's Web site.
- e. Public participation will provide the opportunity for submitting official comments via email. A public comment mailbox exists to receive incoming emails.
- f. Complaints and information requests will be addressed in a timely manner.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

- 1. Develop statutory and regulatory authorities to qualify for continued program authorization.
 - a. Updated program authorization is granted by the federal government.
- 2. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.
 - a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2007 and which require adoption by the Solid and Hazardous Waste Control Board.
 - b. Rulemaking process will be completed by June 30, 2008.
- 3. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.
 - a. Submit final revised authorization application for Addendum 13 by August 31, 2007.
 - b. Draft revised authorization application for Addendum 14 will be submitted to EPA for review and comment by June 30, 2008.

IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

1. Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.
 - a. Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the environmental impacts of growth.
 - b. Provide technical and non-technical training to local health departments, industry, local governments, or other groups.
 - c. The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DSHW and local health departments and local governments. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources will be evaluated.
 - d. Focus on teamwork and partnership in identifying and resolving problems.
 - e. Feedback on success of partnerships is received and evaluated.
 - f. Key problems identified by government partners are addressed and solutions developed and implemented.
 - g. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources will be evaluated.
2. Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.
 - a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.
 - b. Adequate resources combined to fully implement Environmental Service Delivery Plan.
3. Positive relationship established between DSHW and local health departments.
 - a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.

- b. Ensure directors of local health departments, or their designee, are copied on correspondence related to DSHW activities associated with their area of jurisdiction.
 - c. Division Director and/or other appropriate staff meet with each local health department at least annually.
- 4. Local governments will be informed concerning DSHW programs and activities in order to be able to comply with appropriate regulations and plan for future needs.
 - a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
 - b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.
- 5. The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.
 - a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY 2008, DSHW and EPA will review and revise, if necessary, the MOA.
 - b. Strategic planning: DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, program activities and priorities, inspection strategies, planning meetings, program reviews, and national assessments of major program elements.
 - c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
 - d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly, to share information, identify and solve problems, and engage in short-term planning efforts.

- e. Training and technical assistance: DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Facilities Section Annual Goal:

Strive to enhance the State/EPA partnership.

- a. Adhere to the guidelines of the MOA and enforcement agreement.
- b. Maintain a high level of coordination and communication with EPA counterparts on administering all aspects of the program.
- c. Ensure EPA is made aware of training and technical assistance needs.

Commercial/Federal Facilities Section Annual Goal:

Meet all Department and Division annual and strategic goals. Work on improving the Section's relationship with EPA Region 8.

- a. Obtain and provide, in a timely manner, a copy of the Department and Division goals to all staff and encourage an open dialog about what the goals mean.
- b. Complete all Department and Division goals that apply to the C/FF section.
- c. Adhere to the guidelines of the MOA, enforcement agreement, and the Enforcement Response Policy as agreed to by DSHW and EPA.
- d. Work to improve the relationship with EPA Region 8.
- e. Provide information as requested to educational facilities, civic groups and other Utah citizen organizations.

Chem Demil Section Annual Goals:

Establish good relationship between section personnel and parties interested or concerned with program activities and related regulations.

- a. Provide leadership to the State and nation by becoming experts in fields of incineration, quality assurance / quality control, risk assessment, and chemical agent demilitarization and remediation.
- b. Improved working relationship with EPA staff.

- c. Improved coordination with local health departments.
- d. Up-to-date information on facilities provided to Board members.

Used Oil Section Annual Goals:

Partnership with local health departments to promote the proper recycling of used oil and protect the environment. Work with local health departments to develop effective used oil work plans as part of the Environmental Services Delivery Plan.

- a. Review and discuss individual used oil work plans by May 31, 2008.
- b. Any agreed upon changes to the three-year work plans will be completed by July 1, 2008.

Solid Waste Section Annual Goal:

Work with EPA to coordinate national programs and incentives to meet the requirements for environmental protection in Utah.

- a. Provide information and assistance to the public, local governments and health departments to improve the waste tire recycling program. Assist counties, waste tire recyclers, and local health departments in understanding the recycling opportunities and requirements of the Waste Tire Recycling Act.
- b. Continue to work with local solid waste landfills and EPA regarding EPA's Landfill Methane Outreach Program

V. EMPLOYEES

- 1. Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.
 - a. Division personnel feel adequately recognized for their quality work and accomplishments.
 - b. Individual performance standards will reflect strategic and annual goals.
 - c. Staff works well together and recognizes the value of teamwork and the application of interoperability.

2. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.
 - a. Employees' statements and actions reflect strategic and annual goals and DEQ/DSHW policies and procedures, including the DEQ operating principles.
 - b. Annual performance reviews are based on performance standards.
3. Provide appropriate training to employees to increase and foster professional development.
 - a. Name and number of employees attending training will be maintained.
 - b. Skills and abilities of staff will increase as demonstrated by work individual products.
 - c. Provide training during division and section meetings and identify specific training needs and opportunities.
4. Problems will be solved through cooperative effort of Division staff.
 - a. Appropriate Quality Action Teams and other problem-solving teams will be used.
 - b. Input from staff will be solicited on issues affecting entire Division.
5. Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.
 - a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, including task forces, etc., to provide maximum input in development of policies.
 - b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.
6. Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.
 - a. Determine success of legislative, budget, and policy initiatives identified as priorities.
 - b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

VI. ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

1. Facilitate policymakers as pro-active participants in shaping environmental policy.
 - a. Legislators, other elected officials, and Board members are apprized of important environmental policy and regulatory issues.
 - b. Relationships with policymakers are developed and understanding of environmental issues enhanced.
 - c. Policymakers work with DSHW in development and implementation of relevant waste management programs environmental policy and regulatory issues.
2. Develop partnerships and maintain good lines of communication with policymakers.
 - a. Keep policy makers informed on program issues that require policy development.
 - b. Support and participate in policy and regulatory development efforts.
3. Provide educational, rulemaking and enforcement information to Solid and Hazardous Waste Control Board members in the form of documents and presentations to keep members informed and updated on key activities within the Division.
 - a. Provide required information for the Board packets as required by the Division and within the required time frames.
 - b. Assigned staff may participate in Board meetings where issues related to their assigned facilities are discussed.
 - c. Board members show confidence in staff recommendations.

DIVISION OF WATER QUALITY

FY 2008 Annual Goals

Mission:

Protect, maintain and enhance the quality of Utah's surface water and groundwater to allow appropriate beneficial uses, and protect public health while giving reasonable consideration to economic impacts.

1. Improve DWQ Morale

Measures:

- a. Effectively utilize the incentive award program. (DWQ Administration)
 - i. Establish an on-going tracking procedure
 - ii. Receive periodic updates from HRM
- b. Utilize employee committees to investigate improvement opportunities that were identified in the employee survey and develop plans to address them. (Employee Committee)
- c. Select the "Idea-of-the-Month" from the suggestion box, implement as many as practicable and respond individually to all those that presented ideas. (Employee Committee)
- d. A personal meeting will be held with each new division employee (Walt Baker)
- e. Investigate opportunities for intra-office activities to foster comradery (Employee Committee)
- f. Develop the concept of "Team Water Quality" to foster team-building (Walt Baker)

2. Implement Personnel Measures

Measures:

- a. Develop the division's Employee Handbook. (Monique Rodriguez and Mary Fugate)
- b. Provide every employee with at least one professional development training opportunity annually and track these opportunities. (Managers)
 - i. Institute means whereby employees can share with other staff the significant aspects of the training that is received

- ii. Investigate training that does not impinge upon the out-of-state travel budget
 - iii. Work with EPA to incorporate needed staff travel into applicable grants
- c. Track Professional Engineer and Professional Geologist continuing education units. (Dan R)
- d. Continue implementing the Breakfast Club” brown bags. (Employee Committee)
- e. Encourage participation in CPM classes for interested employees. (DWQ Managers)
- f. Actively participate in DEQ training events and track the participation. (Faye Bell)
- g. Revise the work hours of the receptionist to improve work continuity (Faye Bell)
- h. Continue to implement DWQ’s plan for employee retention and salary compression relief (Walt Baker).

3. Foster integrated information management.

Measures:

- a. Continue efforts to convert PCS to ICIS (ongoing, Mike Herkimer and Edith Van Fleet).
- b. Implement the first phase of the division’s electronic document management system (Kiran Bhayani).
- c. Implement the division’s portion of the IT Delivery Plan. (ongoing, Harry Judd)
- d. Pursue opportunities to more fully use video conferencing opportunities with LHDs, EPA and others (Harry Judd).
- e. Continue to utilize Groupwise for calendaring, MOUs, division processes, emergency incidents, OOS travel, administrative rules, staff schedules, etc., to foster better communication (Stacy Carroll)

4. Implement Core Programs

Measures:

- a. Develop an improved and division-wide means to obtain customer feedback. (Stacy Carroll)
- b. Provide a plan for enhancing the storm water program. (Mike Herkimer)
- c. Develop rules for CAFO permits following EPA's promulgation of its regulations. (Don Hall)
- d. Renegotiate the Enforcement Agreement with EPA. (John Whitehead)
- e. Continue to effectively manage the level of federal carry-over funds. (Stacy Carroll)
- f. Revise the UPDES Penalty Policy in conjunction with EPA. (Mike Herkimer)
- g. Instigate discussion with EPA in streamlining elements of the NPS (319) and NPDES Permitting/Enforcement programs (Harry Judd and John Whitehead).
- h. Initiate efforts with the League of Cities and Towns and the Association of Counties for outreach and education (Bill Damery).

5. Complete rulemaking and policy making activities with effective stakeholder involvement

Measures:

- a. Develop rules to govern wastewater reuse. (John Kennington)
- b. Develop administrative rules to govern the NPS grant program (Ed Macauley)
- c. Initiate integrating biological water quality indicators into the Integrated Report (Tom Toole)
- d. Resolve how we will go forward with storm water administrative rules (Ed Macauley)
- e. Revise UPDES rules to allow stand-alone rules for AFO/CAFOs, storm water, pretreatment, biosolids, etc. (Mike Herkimer)

- f. Complete the work of the stakeholder group on revisions to *R317-3, Design Requirements for Wastewater Collection, Treatment and Disposal Systems* (Ed Macauley)
- g. Form a stakeholder group to make recommendations on revisions to *R317-2, Water Quality Standards*. (Harry Judd)
- h. Update TMDL rules by including recently completed TMDLs (Carl Adams)
- i. Make recommendations to the Water Quality Board for a selenium standard on the Great Salt Lake (Walt Baker)
- j. Develop criteria for assessing and protecting wetlands in Farmington Bay (Theron Miller)
- k. Develop administrative rules to govern Operating Permits for non-discharging facilities (John Kennington)

6. Monitoring Program

Measures:

- a. Refine the plan for the development of a new data base to replace STORET. (Jeff Ostermiller)
- b. Conduct activities associated with EPA's probabilistic monitoring initiative on Utah streams (Jeff Ostermiller)

7. Conduct an effective TMDL/Watershed Program

Measures:

- a. Develop a strategy for the integration of TMDLs for Jordan River and Utah Lake with similar work being performed on Farmington Bay.
- b. Establish a Blue-ribbon scientific committee for the Jordan River TMDL to help assess data gaps and develop a strategy for filling them (Carl Adams)
- c. Enhance the coordination with stake holder groups regarding the TMDLs for Utah Lake (Dave Wham) and Jordan River (Jim Harris).
- d. Monitor implementation activities in watersheds according to milestone dates for activities. (Carl Adams)

- e. Maintain semi-annual reporting on TMDL activities. (ongoing, Carl Adams)
- f. Effectively manage TMDL contracts, expenditures and ongoing obligations to assure the sufficiency of funds to complete work activities. (ongoing, Carl Adams and Stacy Carroll)
- g. Instigate a watershed group for the Great Salt Lake. (Walt Baker)
- h. Continue participation on the Utah Lake Commission (Walt Baker and Dave Wham)

7. Instruct and educate Water Quality Board members in their responsibilities

Measures:

- a. Conduct a WQB work meeting at every formal board meeting to educate board members of important program activities. (Walt Baker)
- b. Communicate a summary of enforcement actions to the WQB. (Walt Baker)

8. Continue work on special studies

Measures:

- a. Draw preliminary conclusions on nutrient loadings and their effect on Farmington Bay wetlands and make recommendations to the WQB regarding protective measures. (Theron Miller).
- b. Effectively lead the work of the GSL Steering Committee and Science Panel (ongoing, Walt Baker, Ying-Ying Macauley, and Bill Moellmer).
- c. Complete work on the Mining and Storm Water components to the NPS Management Plan (Ying-Ying Macauley)
- d. Continue to chair the Mercury Work Group. (John Whitehead)

9. Legislative

Measures:

- a. Develop legislation to initiate Operating Permits for all non-discharging wastewater treatment facilities. (John Kennington)

- b. Develop a plan to institute on-going funding for mercury and investigations. (John Whitehead)
- c. Prepare information for the Agriculture, Environment and Natural Resources Interim Committee to study issues pertinent to the Great Salt Lake. (Walt Baker)

**OFFICE OF PLANNING & PUBLIC AFFAIRS
FY 2008 GOALS**

PPA MISSION:

Enhance the effectiveness of the Department and Divisions by partnering in community relations, media relations, pollution prevention, public education, planning, business assistance, and environmental justice.

ENVIRONMENT

PPA STRATEGIC GOAL #1:

Partner with the Department and Divisions in planning and policy initiatives.

PPA PLANNING GOALS:

1. Provide planning support to statewide initiatives.

Measures:

- a. Coordinate DEQ participation in Utah Quality Growth Commission, Envision Utah and others opportunities that arise.
- b. Coordinate information and issues from statewide initiatives through appropriate DEQ channels.

2. Provide planning support for DEQ initiatives.

Measures:

- a. Maintain community-based planning efforts.
- b. Identify and implement pollution prevention cross-media projects.
- c. Incorporate environmental indicators into Local Health Department contracts and the Performance Partnership Agreement (PPA).
- d. Coordinate completion of the FY 2007 PPA.
- e. Coordinate completion of End-of-Year report for FY 2006 PPA.
- f. Support EIMI initiative.

3. Provide policy support for DEQ initiatives.

Measures:

- a. Provide informational and outreach support to stakeholders impacted by DEQ initiatives.
 - b. Assist with Environmental Council of States (ECOS) and other national policy initiatives, as requested.
 - c. Increase Clean Utah Participation.
 - d. Participate in statewide Homeland Security planning efforts, including bioterrorism.
4. Provide support for DEQ leadership development initiative.

Measures:

- a. Coordinate leadership-training classes.
- b. Facilitate follow-up activities in sections and branches as requested.
- c. Coach individual employees as requested.
- d. Research, develop and recommend to management new opportunities.

PPA STRATEGIC GOAL #2

Facilitate integration of Pollution Prevention initiatives in DEQ and throughout the state.

PPA POLLUTION PREVENTION ANNUAL GOALS:

1. Promote and Support Environmental Management Systems (EMS) and Clean Utah! Initiatives

Objective:

Improved environmental performance through adoption of sustainable practices by business that can be showcased through Clean Utah!

Measures:

- a. Number of Clean Utah new participants.

- b. Number of EMS audits completed
 - c. Number of project promotional presentations completed
 - d. Reductions in pollutants in recreational areas and schools.
 - e. Pollution reductions in Utah business industry.
 - f. Pollution reductions at DEQ.
2. Develop and Support Statewide Partnership Efforts
- Objective:**
- Improved environmental awareness through partnerships with the P2 program and other groups/agencies with similar goals and priorities.
- Measures:**
- a. Number of ongoing partnerships as well as number of new partnerships.
 - b. Number of participants in Utah P2 sponsored conferences and workshops. Effectiveness of the workshops will be demonstrated using evaluation forms.
 - c. Number of P2 award nominations received for annual P2 award recognition program.
 - d. Completion and distribution of EPA P2 measurement tool.
3. Encourage Pollution Prevention to Utah Citizens Through Programs that Target the Reduction of Special Wastes.
- Objective:**
- Reduce the amount of contact and improper disposal of wastes that can cause human health concerns and environmental pollution.
- Measures:**
- a. Amount of mercury collected and properly disposed of.
 - b. Amount of used oil collected and properly disposed of.

4. Continue to Support and Promote the Use of Supplemental Environmental Projects (SEP) in Utah.

Objective:

Direct environmental improvement due to enforcement action, flexibility, and innovative problem solving.

Measures:

- a. # of SEP's that DEQ uses during FFY07.
 - b. Reductions in pollutants from SEP's during FFY07.
 - c. Improvements in reporting and tracking procedures.
5. Administer P2 grant by Preparing Applications and Quarterly Reports, Monitoring, Budget and Providing DEQ Oversight for P2 Initiatives.

Objective:

Improved tracking of P2 dollars and their effectiveness in preventing pollution.

Measures:

- a. Completed grant requirements.
- b. Completed state budget review and planning.
- c. Positive feedback from EPA and state grant/finance offices.

PPA STRATEGIC GOAL #3:

Promote a sustainable relationship between economic development and environmental protection by coordinating work with businesses and related organizations.

PPA SMALL BUSINESS ASSISTANCE GOALS

1. Facilitate the development of the DEQ business assistance policy.

Measures:

- a. Promote public participation through the Compliance Assistance Panel, DEQ Boards, and other entities.

- b. Coordinate development of consistent business assistance policies within DEQ and emphasize cross-divisional focus in outreach activities, as appropriate.
 - c. Maintain Business Assistance home page.
 - d. Coordinate with other business assistance providers and professional associations.
2. Serve as Small Business Ombudsman for DEQ.

Measures:

- a. Assist small businesses with DEQ permitting process and other programs as needed.
- b. Assist DEQ divisions with the development of appropriate outreach materials.
- c. Participate in outreach opportunities such as conferences, presentations, etc., to provide information to small businesses.
- d. Participate in pre-design conferences.
- e. Promote cross-media small business assistance within DEQ.

CUSTOMER SERVICE

PPA STRATEGIC GOAL #4:

Provide public information and participation opportunities.

PPA PUBLIC EDUCATION ANNUAL GOALS:

1. Link public education projects across divisions.

Measures:

- a. Correlate 1-800 calls and DEQINFO e-mail inquiries to education initiatives.
- b. Incorporate DEQ initiatives into Take Pride in Utah, NEF Debate Program, and other initiatives.
- c. Assess the response of targeted audience.

- d. Coordinate redevelopment of DEQ display and department-wide participation in outreach opportunities.
2. Oversee content and coordinate information dissemination on DEQ home page.

Measures:

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup.
- b. Update DEQ home page as needed, edit content, standardize pages, and assure that copy is written clearly and concisely, using Associated Press style guidelines.
- c. Finalize update of DEQ Web standards and revision of the website.

PPA COMMUNITY INVOLVEMENT ANNUAL GOALS:

1. At the request of the Divisions, provide assistance in preparation and implementation of community involvement plans for specific projects and programs.

Measures:

- a. Conduct training, upon request, on community involvement issues.
 - b. Develop plans in conjunction with project or program manager.
- c. Ensure community and other stakeholders are appropriately involved in the development and implementation of community involvement plans.
 - d. Where appropriate, administer survey or other feedback tool at the conclusion of project to gauge success.
2. Ensure Environmental Justice (EJ) issues are incorporated into community involvement plans.

Measures:

- a. Ensure all segments of impacted community are considered in plan.
- b. Assist with EJ questions as needed in coordination with EPA.
- c. Provide grant information to interested entities.

PPA MEDIA RELATIONS ANNUAL GOALS:

1. Upon request, assist PIO with DEQ media relations.

Measures:

- a. Ensure DEQ media policy is followed.
- b. Encourage reporters to use DEQ's public information office.
- d. Ensure staff uses DEQ's public information office.
- e. Provide back-up to PIO for vacation, sick and training days.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL, AND TRIBAL GOVERNMENTS

PPA STRATEGIC GOAL #5:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

PPA LHD LIAISON ANNUAL GOAL:

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

Measures:

- a. Align Environmental Service Delivery Plan with DEQ Goals and Objectives.
- b. Coordinate signed contracts, MOUs, or updated sections of Environmental Service Delivery Plan.
- c. Coordinate PPA development and EOY Report.

EMPLOYEES

PPA STRATEGIC GOAL #6:

Promote environmental excellence through teamwork and mutual support by providing training and recognition.

Measures:

- a. Promote value-added roles for PPA staff in department activities.

- b. Provide training.
- c. Recognize teamwork and individual efforts.

PPA EMPLOYEE ANNUAL GOALS:

1. Create training opportunities and support participation in professional organizations.

Measures:

- a. Provide training.
 - b. Support participation in professional organizations.
2. Use staff meetings to share project information, encourage synergy, and recognize individual and team efforts.

Measure:

- a. Use formal/informal reward system to recognize and acknowledge individual and group achievements.

ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIROMENTAL ISSUES

Facilitate policymakers (Governor's office, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

Measures:

- a. Support efforts to apprise Governor's office, Legislators, elected officials, and Board members of important environmental policy issues.

OFFICE OF SUPPORT SERVICES
FY 2008 Goals

2. ENVIRONMENT

II. CUSTOMER SERVICE

OSS

1. Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.
 - a. We will make ourselves available to our customers in the Department to discuss the quality of our services and any gaps in the services we are providing.
2. Budget
 - a. The Budget Section will continue to carefully review the LFA's Excel and Access versions of the fee document to eliminate errors.
 - b. The Budget Section will prepare various analysis of historical budget reductions, unfunded program requirements, costs per FTE charts and other analysis as needed.
 - c. The Budget Section will develop a schedule of significant budgeting due dates.
 - d. The Budget Section will continue to update the Travel Procedures and implement new processes to improve the Travel System.
 - e. The Budget Section will produce monthly reports and charts detailing travel workload and Department travel expenditures.
 - f. The Budget Section will produce monthly budget forecasts in coordination with Division SSC's. These will be presented to management for review on a monthly basis beginning in October each year.
 - g. The Budget Section will review all travel reimbursements for accuracy and timeliness. Third party reimbursements will also be tracked and reported to management for necessary follow up action.
 - h. The Budget and Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse and other resources available to do budgeting and other financial research. This will enhance their ability to obtain timely financial information for making management decisions.

3. Finance
 - a. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
 - b. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
 - c. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement. Outstanding receivable reports will be reviewed monthly.
 - d. The Finance section will continue to provide training and customer support for the DP1 system as necessary.
 - e. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
 - f. The Finance Section will continue to analyze usage of telephones (land & cell) and review and monitor employee reimbursements of telephones for personal use.
 - g. The Finance Section will develop and track the following performance measures:
 1. Timeliness of processing DP1's from purchasing review to placing of order.
 2. Number of audit findings from State Auditor and State Finance audits.
 3. Noncompliance with timeliness of deposits of cash receipts.
 4. Noncompliance with timeliness of federal reporting requirements.
 5. Adherence to State Finance closeout schedule.
 6. Number of transactions in FINET.
 - h. The Finance Section will review and update contract general provisions.
4. General Services
 - a. General Services will coordinate one annual facility-wide fire drill and work for the goal of achieving 100% participation. A complete employee evacuation should be held under the maximum acceptable time of 5 minutes.
 - b. General Services will obtain 100% participation in the annual self-inspection survey by Division/Office Risk Management Committee members. All exceptions will be documented and follow-up on with corrective action plans.
 - c. General Services will review, update and submit to Risk Management the annual Statement of Property Values by the due date of May 2, 2008.
5. Other Services
 - a. OSS will process cash receipts within three days of receipt of money.
 - b. OSS will coordinate all GRAMA requests received daily from all divisions. EDO will be kept informed of these and all will be processed and answered in the allotted 10-day period of time. A GRAMA spreadsheet of all DEQ requests will be completed weekly and sent to the

- Executive Director.
- c. OSS Department Records Officer will conduct audits of record retention monthly by reviewing one division per month. The Department Records Officer will report findings of audit to EDO – then they will discuss possible steps to correct any division paper trail problems.
 - d. OSS front receptionist desk will greet and help all customers with needs and/or direct them to DEQ employee or division assistance. They will provide customer/employee needs with mail, customer phone calls, reserving conference rooms, deliveries/pickups, name badges, recycling needs and taking care of security issues relating to GRAMA reviewing area.
6. Auditor
- a. The Auditor will conduct audits of all major waste disposal fee facilities each year. Other audits will be conducted as assigned by the Audit Committee.
 - b. The Auditor will receive copies of the monthly waste fee reports and monitor the payment and calculation of fees.
 - c. The Auditor will provide customer service and promote good relationships both inside and outside the department.

Measures:

- 4. DEQ solicits customers' opinions.
- 5. Customers accept our recommendations
- 6. Division/office directors receive prompt and complete customer service

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS
Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- 1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- 2. Utah issues and DEQ concerns are reflected in state, regional, and national environmental policies.

OSS

- 1. We will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

Measures:

1. The office will continue to be involved with the development and rewrite of Federal regulations and policies and procedures of EPA.
2. The office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- **Work with local governments and provide information to plan for and manage the environmental impacts of growth.**
- **The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.**
- **Focus on teamwork and partnership identifying and resolving problems.**

Measures:

1. Key problems identified by DEQ and LHD's and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

OSS

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.
3. Prepare annual Building Block for cost of living increases.

V. EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- **Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.**
- **Employee participation in achieving strategic and annual goals is essential.**
- **Teamwork and problem solving are essential.**
- **Employees are recognized for their quality work.**
- **Provide opportunities for training and professional development**
- **DEQ actively promotes wellness.**
- **Employees will perceive DEQ as a desirable place to work.**
- **DEQ is effective in recruiting and retaining quality employees.**

Measures:

1. Employee feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.

OSS

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- a. Standards must be established and followed for communicating pertinent Information to each employee in the office.
- b. Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- c. Develop within existing resources the most efficient professional development program possible.
- d. Employees will continue to be part of the problem-solving process and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development. .
3. Quarterly meeting with all employees to discuss problems and solutions.

OSS

1. Semi-annual meeting with all employees of OSS will include the following discussions:
 - a. Status of progress toward achievement of OSS annual goals.
 - b. Employee suggestions for procedural enhancements.

- c. Status of the Department's and various Divisions progress toward achievement of annual goals.
 - d. Other department/office initiatives.
- 2. Effectively utilize the Department's Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to the importance of employee rewards and recognition.
- 3. All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
- 4. The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

**VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF
ENVIROMENTAL ISSUES**

Office of Human Resources FY 2008 Goals

I. ENVIRONMENT

OHRM:

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensations and development of departmental employees and support the department employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

Measures:

1. Procedures developed.
2. Employee and supervisor feedback.

II. CUSTOMER SERVICE

OHRM

1. Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork, interoperability and partnerships with customers.
 - a. Meet on a regular basis with Division Directors, employees and all interested customers to identify department needs.
 - b. Evaluate policies and procedures.
 - c. Improve communications with internal and external customers.
 - d. Make timely decisions.
 - e. In partnership with DEQ, develop operating contract with DHRM.
 - f. Performance plans are developed outlining specific duties and responsibilities focusing on operating principles.
 - g. Utilize Utah job match to provide the qualified applicants for DEQ.

Measures:

1. Procedures developed.
2. External and internal customer feedback.
3. Contract goals established between DEQ and DHRM.
4. Operating principles are displayed and utilized as part of business practice.
5. Any approved policies/procedures will be disseminated to all DEQ within 30 days of implementation or effective date.
6. Involvement in DHRM policies/procedures and legislation.

7. Adhere to all provision of delegation agreement develop in partnership with DEQ.
8. As requested assist state/local government with committees, training, classification and other HR issues.
9. Receive feedback.
10. OHRM will provide information to employees on a regular basis.
11. Work with DEQ assigned staff to develop intranet page, which will provide access to updated forms and information.

III. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

OHRM

1. In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality based human resource services for local health department and local governments when requested.

Measures:

1. Provide information and requested assistance to local health departments to ensure that local health department positions qualifications are comparable with DEQ within specified mutually agreed to time frames.
2. Customer feedback.

IV. EMPLOYEES

OHRM

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

Measures:

1. Course assessments
2. Employee interest
3. Attendance
4. Programs utilized.

Review, revise, assess and develop applicable training programs.

Measures:

1. HRM liability/management training offered yearly.
2. Unlawful Harassment training offered in accordance with rules.
3. Driver Safety training offered quarterly.
4. CPM training advertised on a regular basis.
5. Leadership training advertised and regularly attended.
6. Brown Bag sessions held regularly.
7. Customer feedback.

Provide programs to develop and promote employee well being, involvement and recognition to maximize employee productivity.

Measures:

1. Employee feedback.
2. Programs developed.
3. Programs utilized.
4. Regular meetings held.
5. Benefit information updated and communicated to employees.
6. Liability issues are reduced.

Fair and consistent application of services and programs provided by the Department.

Measures:

1. Review, revise and establish programs to recognize employee contributions.
2. Provide summary of monetary awards to each Division/Office directors regularly.
3. Provide confidential problem resolution and appropriate referral services.
4. Fair, equitable, consistent services will be provided to all employees.
5. Provide service awards annually.
6. Provide greater selection of service awards.
7. Recognize accomplishments of employees through such venues as newsletter, intranet, staff meetings, e-mail and other methods of recognition.
8. Operating principles are utilized in conducting business.

Employee personnel files will be maintained in accordance with established guidelines.

Measures:

1. DEQ/DHRM delegation agreement will be negotiated and followed.
2. Maintain confidentiality of materials in personnel files in accordance with State/Federal rules.
3. New employee files will be developed within two weeks of new employee orientation.
4. Physical security will be maintained in accordance with applicable State and federal requirements.
5. Provide information to employee and assist them to understand the process.
6. Continue to provide support in all DHRM sponsored programs.
7. Atlas files organized and maintained. Files provide to customers in a timely manner and consistent with GRAMA.

Office of Information Technology FY 2008 Goals

I. ENVIRONMENT

Provide support to DEQ for their mission to safeguard human health and quality of life by protecting and enhancing the environment

II. CUSTOMER SERVICE

1. Provide exceptional technical service to all our customers.
 - a) We will reinforce that IT is still an integral part of DEQ to solve business issues and enhance the productivity of every DEQ employee.
 - b) We will strive to be recognized for our communication skills.
 - c) We will encourage and support activities to ensure that divisions and offices work together to resolve problems and address issues.
 - d) Recognize successful collaborative problem solving.
 - e) Strive to continue consolidation of technical infrastructure for coordination of cross-media environmental information.
 - f) Encouragement of sharing and coordinating of Divisional information to the public as well as other Divisions.
2. In the course of doing business we will measure our customer satisfaction.
 - g) What else do they need from us?
 - h) Have customers seen a change? Is it going the right way?
 - i) Have we shared feedback?
 - j) Are we meeting your needs and expectations?
4. "Go the extra mile" to help DEQ be successful
 - a) Ensure prompt response customer needs. Follow up.
 - b) Not be reactive, but rather, proactive to the technology needs of DEQ.
5. Develop and implement customer technology training for Department.
 - a) Utilize the investment in the DEQ training room.
 - b) Train employees in the efficient and proper use of technology resources.
6. Provide Department-wide and Division specific application development as assigned by the EIMI Coordination Council.

Measures:

1. Measure the DEQ employee's satisfaction and programmatic needs.
2. Customers accept our recommendations and solutions
3. DEQ employees are utilizing technology to effectively manage their programmatic responsibilities and regulations.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Support the DEQ position of primacy for environmental programs by enhancing the ability to use technology in solving regulation issues.

IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

As needed, participate in State/EPA processes and ECOS efforts to reinforce federal/state partnerships to coordinate technology and programmatic needs.

Measures:

Work with various agencies (Federal, State and Local) to participate in the CDX project and meet all goals and objectives to flow environmental data through the DEQ node.

V. EMPLOYEES

1. Recognize good work of employees in the Office of IT as well as other offices and divisions. Provide feedback to employees on quality work - be proactive.
 2. Utilize Quality Council to provide direction and support inter-operability.
 - a) Implement Quality Council communication recommendations, communicate progress to employees.
 - b) Properly communicate plans, ideas, direction and needs from the Quality Council to the Office of Information Technology for implementation.
 3. Continue to support leadership development efforts.
 4. Provide opportunities for training and professional development.
- a) **Identify training and professional developments needs in performance plans for all employees.**

Measures:

1. Maintain regular bi-weekly staff meetings.
2. Maintain regular bi-weekly manager meetings
3. Continued participation in Leadership Development.
4. Properly reward employees with available resources.

VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES

Support DEQ's position and efforts

